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UNIVERSITY OF ALBERTA

INFORMATION NEEDS OF SPECIAL EVENT ORGANIZERS: A CASE STUDY OF RED DEER, ALBERTA

BY

©

SHEILA MARY MCDONALD

A thesis submitted to the Faculty of Graduate Studies and Research in partial fulfillment of the requirements for the degree of Master of Arts

in

Recreation

DEPARTMENT OF RECREATION AND LEISURE STUDIES

Edmonton, Alberta
SPRING, 1993

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Sheila McDonald

104 Deerbourne Drive
St. Albert
Alberta
T8N 5P7

April 23, 1993

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FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research for acceptance, a thesis entitled Information Needs of Event Organizers: A Case Study of Red Deer, Alberta submitted by Sheila McDonald in partial fulfillment of the requirements for the degree of Master of Arts in Recreation.

Dr. Guy Swinnerton

Dr. Janice James

Dr. William Preshing

APRIL 16, 1993

DEDICATION

I would like to dedicate this research to my Mom and Dad,

Geraldine (Kennedy) McDonald and Ranald Valentine McDonald

for instilling in me a love of learning.

I will never be able to convey to them my gratitude and my love.

ABSTRACT

Special events are unique forms of celebration that are an important component of society. The intent of this exploratory study was to examine the information needs of special event organizers in order to assist in the planning and development of successful special events. The framework to obtain feedback on information needs was the Wicks and Watt model for responding to organizers' educational needs.

Red Deer, Alberta was chosen as the location in which to collect data relevant to the research question. A survey of special event organizers was carried out in Red Deer using personal interviews between April 3 - 14, 1989. In total, twenty-nine interviews were conducted out of a sample of thirty-two which gave a response rate of 90.6 percent.

Selected requirements for organizing special events as identified by Wilkinson (1988) were used as the basis for determining the specific information needs of organizers in this community. The top nine information needs were as follows: communications; advertising; media and public relations; sponsorship; promotions; scheduling; grants; hospitality and entertainment; and, facilities. Respondents indicated that they would like to obtain information on these needs through various media such as manuals, pamphlets, checklists, networking, on-the-job training, workshops and courses.

Most of the respondents had lived in Red Deer for more than ten years, had been involved with events for more than 5 years, held volunteer positions, had positions as Chairpersons or as a member of a Board of Directors, were involved in festivals/carnivals/celebrations, had on-the-job training, were involved with special sport/recreation events, and were motivated to participate "to help their community". When considering socio-demographic factors, the results of the survey

indicated that the majority of respondents: were male, 36 - 50 years of age, had a technical/vocational or university education, and were involved in managerial and administration occupations.

The information obtained through the research indicated that special event organizers in Red Deer require information to assist them in planning and organizing special events.

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I would like to thank my advisor, Dr. G. Swinnerton, for his guidance and assistance in taking over a project begun by Dr. Betty Weiler. Appreciation is also extended to the other members of my committee, Dr. Jan James and Dr. Bill Preshing, for their time and input. I would like to gratefully acknowledge the contributions of Dr. Betty Weiler who was my original advisor. I would also like to express my gratitude to Wendy Martindale, the Red Deer Events Resource Committee, and the special event organizers in Red Deer who assisted me in my research. I would especially like to thank Jeff Pearson and my co-workers at Alberta Municipal Affairs who provided much encouragement and assistance.

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CHAPTER 1

INTRODUCTION

> Festivals and events play an important role to increase Canada's tourism awareness abroad, animate our cities and regions, involve the community and illustrate our way of life. They generate economic and social benefits to all regions of Canada. (Tourism Canada, 1989: 1)

Background to the Study

Special events are important components of the leisure and recreational activities in most communities across Canada. Special events are unique cultural, sporting, and recreation activities that serve to provide a focal point for the community and generate important economic benefits. For example, Edmonton, Alberta has ten major outdoor events a year which attract approximately two million people. The economic impact of these events has been estimated to be $50 million (Public Innovation Abroad, 1991).

Too often municipal, provincial and federal governments concentrate on the assessment of the tourism impact of special events rather than on providing information to organizers and organizations to assist them with planning and organizing successful special events. Events are frequently referred to in tourism strategic plans. Special events are utilized to stimulate tourism travel and expenditure in Canada. The main emphasis in research on special events has been to examine the economic impacts of special events on the local economy. Getz and Frisby (1988: 22) state that, "although festivals are often of small scale and local or regional appeal, collectively they represent an attraction section of ever-growing significance." While it is of value to obtain information on the impacts of staging a special event, more education and training should be made available to special event organizers in order to assist them to plan and organize an event effectively and successfully. Events involve devising a plan to develop an idea, planning an

organizational structure, estimating the budget required and fund raising needed, and determining the required administration, operations, public relations and marketing, technical services, and special services. Such planning should ensure that any potential negative impact of these events are reduced to a minimum and at the same time involve as much public input as possible. Saskatchewan Tourism and Small Business (n.d.: 2) states that, because of all the factors involved with planning and organizing a special event, "events should be planned and organized in a business-like fashion using good management principles." All organizers of special events, according to Wicks and Watt (1983: 1), "experience problems, and most seek information that will help them do a better job of administering, programming, marketing, staging and evaluating their event." The authors (1983: 1) also state that "finding needed information is not an easy task itself and the methods of past years may not be appropriate for today's audiences and societal conditions." Reflecting the importance of planning and organizing special events, the focus of this study will be to examine the information needs required by organizers of special events.

Overview

The main purpose of this section of Chapter 1 is to set the scope of special events in the leisure/recreation/tourism spectrum. This section of the chapter will briefly examine the evolution of tourism and travel. It will also examine the definitions and interrelationships of leisure, recreation and tourism. Planning and management issues in relation to special events will also be addressed.

When examining the evolution of travel and tourism, Gee, Choy, and Makens (1984: 18) indicate that:

> religion, health, commerce, adventure, quest for fortune, and politics all served as reasons for travel long before the beginning of Christianity.... Precedents for recreational and pleasure travel go back to ancient peoples such as the Phoenicians, Chinese, and Egyptians - all of whom knew pleasure travel.

If travel for the purpose of war is excluded, early tourism mainly involved travel for the purpose of business and for religious reasons. Throughout history merchants have traveled extensively on inadequate roads and uncomfortable transport in order to obtain potential rewards from trade with other nations or tribes. Besides travelling for the purposes of trading, Holloway (1986: 22) states that "there is also evidence of some travel for private purposes at this time; as an example, the Greeks hosted international visitors during the first Olympic Games, held in 776 BC...."

During the Roman Empire, travel increased due to the safety of travel and effective road networks. With the collapse of the Roman Empire in the fifth century A.D. it became dangerous to travel. Robinson (1976: 4) indicates that "after about A.D. 1000 people began once more to journey around. A measure of security was found in the large numbers of people who during medieval times began to travel, chiefly on pilgrimages, for no one travelled for pleasure in the modern sense." The Renaissance period during the fifteenth and sixteenth centuries marked the next important stage in the history of travel as new worlds were being explored. The nobility and wealthy of the time began to travel more to salve their curiosity. In the sixteenth century, the Grand Tour which involved travel on the continent was considered an essential part of the education of every young gentleman.

The term holiday has its origin in "holy days", and it implied a break from work rather than movement from one place to another (Holloway, 1986). Public holidays evolved from ancient Rome where all classes were able to participate in festivities (Holloway, 1986). Cross (1990: 22) indicates that "festivals were central to the leisure of premodern people. In fact, they reckoned time by reference to festivals. They lived 'in remembrance of one festival and in expectation of the next.'" Robinson (1976: 5) explains that:

> The modern concept of the annual holiday is very largely an outcome of the Industrial Revolution, which wrought drastic social as well as

> economic, changes. The English holidays of Christmas, Easter and Whitsuntide - the so-called bank holidays - are traditional holidays occurring at the great religious festivals; ....
>
> The custom of a holiday in the summer season, coinciding with the local fairs and feasts as well as with the better weather, gradually grew throughout the nineteenth century.

Thomas Cook in 1841 conceived the idea transporting people to temperance meetings by chartering trains. Cook then developed excursions to Exhibitions in London, and later to Europe (Burkart and Medlik, 1981).

Robinson (1976: 18) explains that:

> Holiday-making and tourism are, of course, only a part of the much wider field of leisure. Holiday-making and tourism cannot be indulged in unless one has the leisure or available time for its pursuit. Leisure does not *necessarily* result in holidaying, although it does tend to promote it.

According to Sapora (1983: 21) leisure is defined as follows:

> Leisure is not time, or only refreshment or relaxation from work, but a state of being, a condition of the mind, in which the individual has the resources, the opportunity, and the capacity to do those things that contribute most to self-actualization and to the recognition of one's responsibilities and relationships to one's fellow man. Many people find leisure expression during work or in functional, goal-directed activities often looked upon in the past as work, while others now work at what was previously considered play.

Robinson (1976: 21) states that "increased leisure was a significant factor in the development of tourism, and increasing leisure is likely to stimulate tourist demand still further." The author (1976: 21) further indicated that "increased leisure does not in itself beget tourism;" Recent research has indicated that even though workers have shorter work weeks in industrialized countries, they have less leisure time due to various commitments. Collier (1989: 28-29) lists the following factors in the growth of tourism: early retirement, decline in physical labour, a shorter work week, greater mobility of the population, growth of employee benefits, smaller

families, improved transportation technology and relative decrease in cost, increases in longevity, and growth of multinational companies.

Burkart and Medlik (1981: 223) observed that:

> increased leisure time, higher disposable incomes and greatly enhanced personal mobility combined to create the challenge of leisure: how the leisure time is used; the demands it creates for facilities; the pressures it generates on land and amenity, as well as on the social structure of communities.

While in the late 1970's and early 1980's it may have been appropriate to indicate that there was an increase in leisure time, it is not valid for the mid to late 1980's and early 1990's. Hartmann, Freilich and Cordell (1989: 148) state that "there are several contributing social and economic causes for leisure time decline, including: 1) more women in the work force; 2) more two income families; 3) more single parent families; 4) pressures of work, job security issues; and 5) continuing/re-education."

Burkart and Medlik (1981: 42) indicate that "much tourism is a leisure activity, which involves a discretionary use of time and money, and recreation is often the main purpose for participation in tourism." Murphy (1985: 9) indicates that recreation "falls entirely within leisure since it is an experience during free or discretionary time which leads to some form of revitalization of the body and mind." Wall (1989: 3) defines recreation in the following manner:

> Recreation embraces a wide variety of activities which are undertaken in leisure. The majority of these activities require skills, knowledge, and effort, and participation is usually the result of a conscious choice. From this perspective, all recreation takes place in leisure but leisure, because of lack of skills, knowledge, opportunity, or other reasons, need not be filled by recreation in its entirety. In summary, recreation encompasses activities which are selected to occupy leisure.

Bammel and Bammel (1982: 10-11) define recreation as "time used for rebuilding, replenishing, and restoring; it is time spent so that one can go back to work refurbished. While leisure activities may achieve these same results, leisure is

nobler than recreation, for leisure has the connotation of activities engaged in for their own sake." Bammel and Bammel (1982: 11) state that there are three elements to leisure: "it assumes some time left over when the necessities of life are taken care of, a favorable attitude on the part of the one having leisure, and the availability of activities that are enjoyable and done for their own sake."

Leisure is defined by Kelly (1985: 4) as follows: "The two dimensions of leisure that have persisted into modern times have been relative freedom and intrinsic satisfaction. The simplest definition available is, 'Leisure is activity that is chosen primarily for its own sake.'" Kelly (1985: 5) defines recreation as:

> When the dimensions of organization and social purpose are recognized, 'recreation is defined as voluntary nonwork activity that is organized for the attainment of personal and social benefits including restoration and social cohesion.'... Recreation is one kind of leisure, an important kind, but only part of the expressive activity that is leisure.

Recreation, leisure and tourism are interrelated. Recreation which takes place outside of the immediate community involves travel and is therefore regarded as tourism.

Mathieson and Wall (1982: 1) define tourism as follows:

> Tourism is the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs.

Burkart and Medlik (1974: 10) explain the interrelationship between leisure, recreation and tourism in the following manner:

> tourism represents a particular use of leisure time and a particular form of recreation but does not include all uses of leisure time nor all forms of recreation. It includes much travel but not all travel. Conceptually tourism is, therefore, distinguished in particular from related concepts of leisure and recreation on the one hand, and from travel and migration on the other.

Mill and Morrison (1985: 202) state that:

> The central aspects of tourism are attractions. Attractions, by definition, have the ability to draw people to them.... Attractions have many characteristics. As mentioned above, they tend to draw visitors to them - they aim to serve the recreational needs of visitors. They can to a large extent be developed anywhere and act as a growth inducer, tending to be developed first in a tourist region.

These authors (1985) explain that the characteristics of attractions include scope (primary destination and secondary destination), ownership (public, private, and nonprofit), permanency (site attractions and event attractions), and drawing power (natural resources, climate, culture, history, ethnicity, and accessibility). Mill and Morrison (1985: 46) indicate that attractions may be: "site attractions (for example, climatic, scenic, historical), or event attractions (for example, congresses, exhibitions and sporting events), both of which exercise a gravitational influence on non-residents."

Attractions and other tourism developments are primarily physical land developments that depend, in varying degrees, upon both physical and program factors (Gunn and McMillen, 1979). Gunn and McMillen (1979: 2) indicate that physical factors include: water, waterlife; vegetative cover, wildlife, pests; climate, atmosphere; topography, soils, geology; history, ethnicity, archeology, legends; esthetics; institutions, industries, attractions; service centers; and, transportation and access. They (1979) also identify the following four program factors that are involved with tourism development: markets and promotion; information, direction; socio-environmental; and, implementing agents. Tourism planning is essential to handle the positive and negative impacts of tourism on the social, economic and environmental components of a society. Planning is an important component of not only tourism development but also in the development of special events.

The term special event has been used widely and has different meanings depending on the context. At one end of the scale, special events can include everything from an afternoon tea, or a farmers market, or an annual Christmas sale. In the context of travel and tourism at the other end of the special event scale are the Calgary Stampede, the Edmonton Heritage Days Festival, the Ottawa Winterlude, or an Olympic Games. These types of special events incorporate entertainment, recreation, accommodation, and food services. Mill and Morrison (1985: 211) state that:

> Events can be developed for several reasons. Events may be staged to make money, to celebrate particular holidays, seasons, or historical events, to provide cultural or educational experiences, or to unite and give a feeling of pride to a particular community. An event may seek to combine these reasons. It is important that objectives be developed, agreed upon, and ranked in order that subsequent conflicts over strategy can be solved by referring to the action that will help to achieve the most important objective.

According to Edginton and Ford (1985: 305) events "generally have a theme that is historical, religious, geographical, cultural, or one that reflects the unique social makeup of the community or region." The authors also state (1985: 305) that "festivals and pageants are recreation and leisure events that contribute to community cohesiveness, pride, and spirit and can result in increased revenue for the community."

Special events include a broad range of characteristics. These are size, scale, scope, duration, and activity or theme. The size of a special event can range from having a few participants to attracting substantial numbers of people. The scale may be local, regional, national or international. The event may be a single occurrence or it may be an annual event or an event which occurs a number of times per year. The duration of an event may encompass a few hours or it may last two weeks or more. The activity or theme could include some of the following: bake sales,

farmers markets, rodeos, fairs, sporting competitions, carnivals, expositions, and cultural or historical events such as Heritage Days.

Mill and Morrison (1985: 211) examined special events in Illinois and found that:

> In approximately one-third of the cases, a nonprofit corporation takes major planning responsibility. The planning of the event can take anywhere from a month to over a year. Most groups used from five to eleven committees to organize the event that involved a total of 12 to 350 people, almost all of them volunteers.

Volunteers are an integral part of many special events. According to a report by Western Management Consultants (1990) on community festivals in British Columbia, "successful festivals rely on organized and continuing participation of volunteers from the community." This study (1990: 12) found that "a minority of festivals (26%) have full time staff" and "the majority of festivals (55%) rely on at least 50 volunteers." Special events rely on volunteers support to organize and deliver their festivals. Without the assistance of volunteers, the majority of events, such as Commonwealth Games and Klondike Days, would not occur. Volunteerism allows an individual to obtain new experiences. These experiences can give volunteers a new perspective on life and their community. Howard and Crompton (1980: 100) indicate that "volunteer service by individuals is a form of recreational activity since it involves a satisfying use of leisure time." The motivation to volunteer may be different for each individual and may change with time and with the activity involved. Many studies seem to indicate that individuals are motivated to volunteer because of a combination of a need for achievement, a need to influence and a need for affiliation. Some of the motivations for volunteers include: to meet other people, to develop a sense of belonging, to gain experience, to explore other careers, to develop confidence, to acquire more responsibility, to explore an area of interest, and to achieve personal growth. Herzberg's theory on motivation

can be applied to volunteer positions. According to Howard and Crompton (1980: 204) Herzberg:

> postulated a relationship between higher-level needs and job satisfaction. This theory of motivation, most commonly referred to as the "motivation-hygiene" theory, contends that there are strong determinants of job satisfaction (termed "motivators"), while another group of factors (termed "hygiene") or "maintenance factors" related to job context, are strong determinants of job dissatisfaction.

The authors (1980: 204) indicate that Herzberg interviewed workers and found that:

> When workers reported discontent and dissatisfaction with their jobs, they attributed their unhappiness to an unpleasant task environment or "job context." Examples of these hygiene factors were such elements as salary, working conditions, interpersonal relations with supervisors, peers and subordinates, administration practices, physical working conditions, and job security. On the other hand, when employees reported satisfaction with their job, they attributed their positive attitude and happiness to the work itself or the "job content." Motivators included such factors as achievement, recognition, challenge, responsibility and the possibility for growth and advancement.

Herzberg claimed that the motivators led to superior performance. Job enrichment evolved from Herzberg's theory. The idea involves changing the content of the employee or volunteer position to allow for fuller use of the individual's abilities (Howard and Crompton, 1980). Volunteer positions need to be designed to integrate achievement, recognition, challenging work, increased responsibility, and growth and development. Effective job design, interviewing and placing will ensure that the volunteer will obtain satisfaction by matching the interests, skills and personal characteristics with the requirements of a specific job. Once on the job, the new volunteer should start a training program which is tailored to his or her individual needs. Training should be designed to give the volunteer the knowledge, skills and confidence which the person needs to be a creative and productive member of the organization. The training program should consist of initial training, re-assignment training and on-going training. Volunteers need to feel that they

possess the required skills, knowledge, abilities, or competencies to do the job otherwise they are put under undue stress. Volunteers need to have access to the literature and brochures available to be able to become better informed about the organization to which they have committed their time and energy.

Special events must be carefully planned and executed to be successful (Kraus (1979). Kraus (1979: 115) indicates that "the amount of work required in the process of planning a special event depends largely on the size of the group involved and the complexity of the program being planned." Event management involves the principles of good planning and management. He (1985: 419) also indicates that planning for event management involves the following steps of event marketing: "analyzing the market, product, competition for a price-elastic good, specific target markets, and the integration of the total event." Kelly (1985: 419) indicates that "other functions of event management are site selection, scheduling, operational logistics, legal considerations, and financial management." Kelly (1985: 419) expands on these specific areas as follows:

> Location decisions consider availability, size, cost, image, safety, and recognition.
> Scheduling, when there are alternatives, involves analysis of the relation of the type of program to the community calendar, competitive events, seasonality, program sequencing, festival formats, and adequate lead time.
> The logistics of event management require planning for transportation, seating, crowd management, entry, safety, refreshments, amenities, staging, service personnel, and contingencies.
> Legal aspects of management focus on contracts, risk management, and contingencies.
> The two special elements of financial management are scaling the house [pricing] and up-front costs [investment capital].

It is appropriate to examine some basic concepts of planning in order to understand the planning involved in organizing special events. Branch (1983: 2) defines planning as " '*the process of directing human activities and natural forces with reference to the future*.' It is continuous, since plans are formulated and realized only

to be replaced by others which have been adjusted to the changes constantly occurring." This definition aptly describes the process through which an organizer of a special event must proceed. York (1982: 12) uses a definition developed by Dror to define planning as "the process of preparing a set of decisions for action in the future directed at achieving goals by optimal means." Catanese and Snyder (1979: 111) define planning as "the deliberate social or organizational activity of developing an optimal strategy for achieving a desired set of goals." York (1982: 12-13) indicates that planning is future-oriented, it is a continuous process, it facilitates the decision process by introducing "rational methods and systematic procedures", it is goal-directed and it relates means to ends. York (1982: 13-14) states that planning "reduces uncertainty"; it "introduces rational technology to problem-solving and decision-making activities"; it enhances accountability; and it "enhances participation in decision making, or at least, it increases the potential for expanded participation." Branch (1983: 36) indicates that "*planning cannot be conducted successfully without information indicating the current state of the organism, its functioning as revealed by interrelationships between its primary elements, and trends that can be projected at least into the near future as a basis for conclusion and action.*"

Information needed for the planning of special events is different at different administrative levels of special event planning. Organizers of special events require information to determine the allocation of resources such as people, time and money. Feedback is also necessary information for planning to be effective, especially special event planning. Branch (1983: 145) indicates that feedback "requires establishing a system of monitoring, reporting, and observing that is perceptively and reliably responsive." The experience and sharing of information is an important aspect of special event planning. Branch (1983: 147) indicates that:

> experience gained during the planning and implementation of project plans and at other times can be applied to comparable efforts whenever the lessons learned are relevant - and provided they are recalled. This

> is why the accumulation, continuity, and availability of planning experience and knowledge are so important.

Wilkinson (1988) developed a publication entitled The Event Management and Marketing Institute which examines the process of event planning. He also developed a workbook on the event management planning process. The author (1988: 1) states that the intent of the workbook "is to assist event managers to improve the quality of their event planning process so that they will be able to attract and manage the available resources effectively and will run successful sporting events." Wilkinson's publication is a comprehensive manual detailing the criteria that should be considered when planning a special event.

Festivals and special events can contribute to the social, cultural and economic well-being of a community. Benefits of special events are community pride and unity through volunteer participation, education and skill development of both residents and participants, retention of local funds, show casing of local and regional talent, increased public-private cooperation, development of permanent structures and facilities, downtown revitalization, and increased tourism revenues. As such it is important to examine the planning process for special events, and specifically the information needs of event organizers, to ensure that the community or organization sponsoring the event can maximize the benefits of staging that event.

Problem Statement

The purpose of this research was to examine the information needs of special event organizers using Red Deer, Alberta as a case example. Red Deer was chosen as the location in which to collect data as the Red Deer community had identified that there was a lack of resources for the planning and organizing of special events. Selected requirements for organizing events as identified by Wilkinson (1988) were used as the basis for determining the specific information needs of organizers in this community, and for examining how these information needs varied with the

organizers' involvement in organizing events and the organizers' socio-demographic characteristics. The rationale for selecting Wilkinson (1988) as the baseline for this study is provided in Chapter 2.

A number of subproblems were developed from this problem statement. The subproblems were as follows:

Subproblem 1: To compare event organizers in Red Deer with volunteer organizers in Alberta in general with respect to the kinds of groups they were involved with, their reasons for participation, and the type of training they had received.

Subproblem 2: To determine the relative importance of various types of information needs to these event organizers using the parameters identified by Wilkinson.

Subproblem 3: To determine the extent to which these information needs are related to the organizers' previous and current involvement in organizing events.

Subproblem 4: To determine the extent to which these information needs are related to the socio-demographic characteristics of event organizers.

In summary, the thesis examines the applicability of the theory on information needs of special event organizers in Red Deer, Alberta.

Significance of the Study

The scope of research on the information needs of special event organizers has been limited. A theoretical contribution was whether the data obtained through the study involves suggesting the expansion or modification of the categories identified by Wilkinson (1988) in his manual, The Event Management and Marketing Institute. A second theoretical contribution was to determine whether any relationships exist between the information needs of event organizers and the organizers' involvement in organizing events. And finally the study examines the

relationship between the information needs of organizers and the socio-demographic characteristics of event organizers.

The results of this study will have implications for improved planning and management of special events and this will be the major practical contribution of the study. The problem statement attempts to answer the following questions: 1) What information must organizers have in order to organize a special event?; and 2) What recommendations could be made, regarding the development of and distribution of existing and future resources to the planning of special events?

This study identifies the information needs of special event organizers in order to develop educational programs such as workshops and manuals to meet these needs. This will be of practical importance to not only the organizers but to the individuals who conduct workshops, and develop manuals, so that they can incorporate the needs identified into the content of their material. This study is of practical significance to government organizations and communities in that the educational programs developed, based on the recommendations, will assist communities in improving special event planning and organizing. It is hoped that this process will help to create more successful events in Alberta.

Conceptual Framework

The research in the area of special events was examined to determine whether any studies had been completed on the information needs of special event organizers. A conceptual model on information needs of special event organizers is lacking even in the most recent literature on special events (see Getz, 1990). It was found that the research on information needs of event organizers was extremely limited.

The one study which has examined this area, to an extent, is a study by Wicks and Watt (1983). The purpose of their study (1983: 42) was "to develop an educational

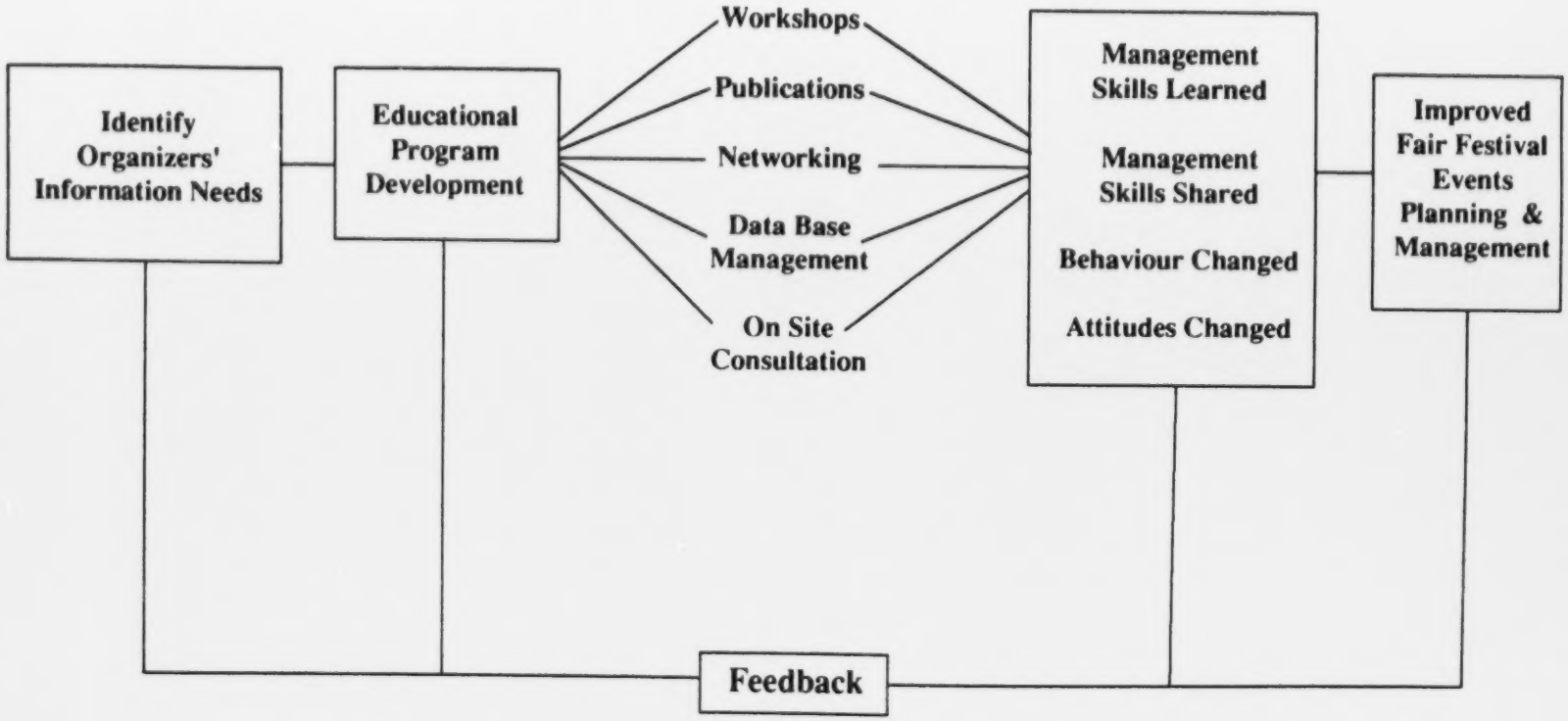
program" to meet the educational needs of the fair, festival, or event manager. The authors examined the training and information needs in order to determine how these managers could successfully manage their event. The authors stated (1983: 42) that "all FFE [fair, festival or special event] managers experience problems, and most seek information that will help them do a better job of administering, programming, marketing, staging, and evaluating their event." The authors (1983: 42) indicate that managers of fairs, festivals and special events must:

> In addition to the fundamentals of planning and scheduling, managers must give attention to such things as: legal liability, risk management and insurance coverage, security, revenue control, marketing and promotion, contract law, volunteer management and federal/state/provincial regulations. Achieving an efficient and effective operation requires a constant influx of new ideas and specialized skills.

Wicks and Watt (1983: 43) also indicated that "for the small FFE operator, it was found that there were few useful publications, no seminars or workshops and a limited number of professional organizations appropriate to meet their collective needs."

The conceptual framework for this thesis is illustrated in Figure 1-1. This model has been adapted from Wicks and Watt (1983: 44). The educational model developed by Wicks and Watt identifies the clientele, their information needs, the educational program required to meet these informational needs, the types of training techniques or instructional methods that could be used, and the learning objectives desired in order to create improved planning and management of fairs, festivals and special events. The authors (1983: 45) "strive to provide that mix of training and professional opportunities and institutional structures that best meet the needs of fair, festival and event managers." In their article, they discuss the advantages of five training techniques: networking, workshops and seminars, publications, data base management, and on site consultation. Wicks and Watt

Figure 1-1
Paradigm for Responding to Organizers' Educational Needs



Source: Adapted from B.E. Wicks & C. E. Watt, 1983: 44

(1983: 44) indicated that developing networks that allow event organizers to:

> assist each other by sharing their successful and unsuccessful experience is the highest priority. Information and ideas shared between managers tend to be highly valued by those involved because of the pragmatic nature of the information and the comaraderie and respect among fellow managers. This technique is the most desirable because it utilizes the clientele group itself in problem solving and few agency resources are required. Networking requires the initial step of establishing communication among FFE [fair, festival or special event] managers.

Workshops and seminars according to Wicks and Watt (1983: 45) meet:

> specific informational needs while providing benefits of various educational methods. Such benefits include but are not limited to:
> 1. serving a multiple audience;
> 2. having a battery of experts on hand;
> 3. providing rapid feedback to participants;
> 4. facilitating individual networks and joint problem solving;
> 5. relying on the expertise and experiences of participants.

Various instructional techniques can be used to meet the identified needs of the participants such as: the lecture/discussion format, small group concurrent sessions, round table problem solving or planning sessions, and small groups working with a leader (Wicks and Watt, 1983). The authors (1983: 45) indicate that "the workshop setting provides an opportunity for disseminating and/or displaying written material collected from agencies and organizations." While some training topics may be developed to meet regional needs, the authors found that a number of generic topics existed. These (1983: 45) were:

1. volunteer management;
2. establishing a marketing approach to management planning;
3. revenue control;
4. promotional techniques;
5. program development.

Wicks and Watt (1983: 45) indicate that while publications are another means of fostering self-help, "currently there are only a few publications written that specifically assist those managing fairs, festivals or special events." The authors

suggest that the training agency write its own manuals or else they could contract this work. Wicks and Watt (1983: 45) indicate that:

> mechanisms must be established to inform those in need of the data to know what is available, how to get it and what it costs. Disseminating technical information may take place through a professional FFE [fair, festival or special event] organization if one exists; or a state/provincial agency that can serve as a clearinghouse.

The purpose of data base management is to obtain descriptive data on fairs, festivals, and special events(Wicks and Watt, 1983: 45) "to provide managers with comparative data from similar events of relative size that may be used for self-evaluation and to trace changes in FFE management and operations." And finally, on site consultation, while being the least effective in meeting the goals of providing assistance to all fair, festival and event managers, it offers individualized support (Wicks and Watt, 1983). The authors indicate that the consultation has "been limited to identifying local FFE supporters and building a separate self-sustaining organizational structure" to provide the needed support. The areas of manuals, pamphlets, checklists, workshops, seminars, and networking will be examined in the researcher's study.

The model has been adapted to illustrate the rationale for carrying out the research in this study. It is necessary to identify organizers information needs in order to develop appropriate information and resources such as publications (manuals, checklists) and workshops that will eventually lead to organizers improving fair, festival, and event planning and management.

The current study examined specific portions of the model developed by Wicks and Watt. The study mainly focussed on the left portion of the model as a guide to obtain data for the researcher's problem statement. The purpose of the study was to identify information needs of event organizers. Once these needs were identified, appropriate educational programs could be recommended. The study did not include the portion of the model that evaluated the skills learnt, and the changes in

behavior and attitude which would ultimately lead to improving fair, festival, or special event planning and management. This portion of the model was beyond the scope of this thesis.

This study adapted the following: the identification of organizers' information needs, the educational program development, and the various methods which could be used for development such as workshops, publications, and networking. This study excluded consideration of data base management and on site consultation on the basis of input from the Red Deer Resource Committee. The identification of organizers' information needs was the central theme of the research. Once the information needs of special event organizers was identified, it would then be possible to develop appropriate educational programs to meet those needs. Some of the methods which were presented in the model and examined further in the survey instrument were workshops and seminars; publications such as manuals, checklists, pamphlets, newsletters and brochures; networking and contact lists; college and university courses; audio visual resources; and, on-the-job training.

Very little formal special event organizer development existed in Alberta at the time of this research other than a few event organizers being involved with national and international organizations for special events and festivals. There are some problems with the mandate of some of these organizations such as the Canadian Association of Festivals and Events (CAFE). Membership to CAFE is extended to organizers of special events after their event has been held once. This does not provide assistance to event organizers that are setting up an event for the first time or those organizers planning an event that will be a single occurrence. There needs to be organizations that provide assistance to all event organizers, whether it is a small event or a one time only event, and not associations or organizations assisting just for the mega-events or events that draw international tourists.

Basic Assumptions of the Study

Leedy (1985: 6) states that assumptions "are self-evident conditions inherent to the research situation without which the entire research process is nullified." This section will examine the assumptions made in this study.

In order for the research to be undertaken a number of assumptions had to be made. The first assumption of the study was that people organizing festivals and special events had a need for information and resources. A further assumption was that event organizers would want to have successful events. In order to ultimately have a successful event, event organizers would have to develop appropriate planning and management techniques. Another assumption was that due to the diversity of knowledge required to plan and manage an event and due to the sometimes limited finances and the limited supply of professional event organizers, event organizers would require management training/information to successfully meet the managerial requirements of their event. Another assumption that organizers of special events would be willing to achieve the goal of obtaining their managerial requirements and that they would be motivated to respond to the survey. It was assumed that there would be no difference in the information needs required by managers or organizers of special events whether these individuals were paid professional staff or volunteers.

The assumption was made that the research technique designed to resolve the subproblems in the thesis, would give valid and accurate measurements of the variables being studied. The advantages of the research technique chosen, the personal interview technique, was that it ensured a high response rate, and it would enable the respondents to provide the extensive information required.

Another assumption was that the survey sample would contain a cross section of individuals involved at different levels with different types of events. The researcher

requested that the committee in Red Deer provide a list of individuals with different management experience in different types of special events.

It was assumed that people would respond to the survey with their "wants" as far as obtaining information for organizing special events rather than responding to the survey with what they thought other organizers in the community would "want". The survey would be more accurate if the respondents supplied information relevant to their informational/educational requirements rather than trying to determine what they thought the event organizers in Red Deer required in general. Howard and Crompton (1980: 313) indicate that programs and activities may fail if we provide "what we think people *should* have, that is, what they need" rather than providing "what people indicate they want." In order to develop appropriate training techniques for event organizers it is necessary to interpret and react to the wants of the event organizers.

Delimitations of the Study

It was impractical to measure the entire population of event organizers in the province of Alberta. At the time of the research, no list or directory of fair, festival or special event organizers existed for the province of Alberta in either the public or private sector. The study was, therefore, delimited to the population and time periods as follows: the data was collected from organizers of special events in the community of Red Deer from April 3 to April 10, 1989.

Another delimitation of the study dealt with the definition of the terms. Different groups would use different ways of defining a term but the researcher clearly defined terms in relationship to this research study.

Limitations of the Study

The study was limited by time and costs which resulted in restrictions upon the sample size. No list or directory of event organizers had been compiled by any

department of the Province of Alberta or by any private agency or organization. It was not feasible to complete a study to determine the extent and number of event organizers in the province. The time and costs involved in the development of such information was beyond the scope of this research. It was determined to concentrate on a single community within the province. As the researcher became aware that individuals within the City of Red Deer had formed a committee to examine special events within their community, the decision was made to approach the committee to assist it in achieving some of its goals and objectives. The most reliable research method to achieve the goals of the research was the personal interview. The personal interview was a costly research method as it entailed staying in the community over a period of time to complete the data gathering but it proved worthwhile considering the extent of the information obtained from the respondents.

An exploratory study was chosen which is initial research devised to clarify the nature of a problem or problems. Zikmund (1991: 32) indicates that exploratory research "is conducted with the expectation that *subsequent* research will be required to provide conclusive evidence." The author (1991: 32) indicates that "exploratory research helps to crystallize a problem and identify information needs for future research." This may have been a limitation to the study but as a directory or list of event organizers/organizations in Alberta did not exist at the time, it would have been difficult to complete a study describing the characteristics of the event organizer population in Alberta. The studies that did exist on events in Alberta mainly examined the economic impacts of special events. As there was little research or knowledge about the information needs of event organizers, the choice of the exploratory research method was more appropriate than the use of descriptive research.

A case study approach was taken using the community of Red Deer, Alberta. Zikmund (1991: 87-88) indicates that the purpose of this method "is to obtain information from one or a few situations that are similar to the researcher's problem situation." Zikmund (1991: 88) states that:

> like all exploratory research, the results from case analysis should be seen as tentative. Generalizing from a few cases can be dangerous because most situations are atypical in some sense. But even if situations are not directly comparable, a number of insights can be gained and hypotheses suggested for future research.

A case study using a personal interview with organizers of special events in the community provides information to assist in understanding the information needs perceived to be required to plan and manage a successful event.

The small sample size may have an affect on the analysis of the results. As with most research, the larger the sample size, the greater the opportunity of obtaining information that is truly representative of the event organizer population.

The study was also limited by the reliability of both the measuring device and the participants' responses. A disadvantage to the type of research method used was that the respondent is not anonymous and may be reluctant to provide confidential information to the researcher. The researcher attempted to avoid this problem through the use of visual aids that listed possible answers and asked the respondent to read a number rather than verbalizing a sensitive answer. The respondents were told that their responses would be confidential. According to Zikmund (1991: 166) "differential interviewer techniques may be a source of interviewer bias. The rephrasing of a question, the interviewer's tone of voice, and the interviewer's appearance may influence the respondent's answer." The researcher tried to avoid this bias by not rephrasing questions, by moderating tone of voice and dressing professionally for interviews.

The responses received for data analysis were from those individuals who had decided to volunteer. This may have led to a sampling bias as according to Borg and Gall (1983: 205) "volunteer groups are rarely representative" of the population. Subproblem 1 was included in the study to address this concern. Subproblem 1 was used to determine whether the Red Deer sample of event organizers was representative of the entire population in the province of Alberta.

Another limitation was that this was a cross sectional survey rather than a longitudinal survey. According to Zikmund (1991: 154) a cross sectional study is a study where data is "collected at a single point in time. In such a study, various segments of the population are sampled so that relationships among variables may be investigated by cross-tabulation." In a longitudinal study, the author (1991: 154) indicates that "respondents are questioned at different moments in time. The purpose of longitudinal surveys is to examine continuity of response and to observe changes that occur over time." The data collected in this research was valid for only that particular moment in time. Generalizations to other festivals and special events in the same community or in other communities in Alberta or in other parts of Canada should be made with caution.

This study was also limited by the lack of research completed in the area of festivals and special events. At the time of this study, the departments of Alberta Culture and Multiculturalism, Alberta Recreation and Parks, and Alberta Tourism had not collected data on organizers of special events. Very few academics, let alone individuals working in the industry, had attempted any research in the area of information needs of event organizers. A limitation, then, was that the data to be generated by this survey, could not be compared with existing research. This lack of information also affected the sample frame selection, in that a list or directions indicating all the sample units in the population did not exist.

Definitions

The following terms warrant an explicit definition to ensure consistency in usage throughout the study.

Event: The National Task Force on Tourism Data (1986: 5) states that the primary characteristics of a festival or special event are:

- it is open to the public
- its main purpose is the celebration or display of a specific theme
- it takes place once a year or less frequently
- it has pre-determined opening and closing dates
- it does not own permanent structures
- its program may consist of several separate activities
- all its activities take place in the same municipality or region.

Organizers: Individuals that have been, are or will be involved in the planning, management or evaluation of an event.

Need: The information required by organizers in order to effectively manage an event.

Effective: According to Edginton, Compton, and Hanson (1980: 105):

> Effectiveness can be defined as the extent to which an organization achieves its goals and objectives. The effectiveness of a given activity is related to whether or not the experience produces the desired behavioral outcomes. The more effective the organization is, the more likely it is to reflect the needs of the participants served.

Educational Program: The information and resources designed to help organizers in the planning and management of special events.

Thesis Organization

The initial chapter began with an introduction to provide an outline of how special events fit into the tourism, recreation and leisure spectrum. A brief history of travel/tourism is examined in order to provide a basis for the development of special events throughout history. The relationship between leisure, recreation and tourism is then highlighted. Event management is briefly presented together with planning criteria. The purpose of this first chapter was to present the problem

statement and the subproblems that developed from it. The chapter then proceeded with an examination of the significance of the study, the conceptual framework, the assumptions of the study, the delimitations, the limitations, and the definition of important terms.

In the second chapter a review of the special event literature relevant to the general area of special events and specifically to the area of event management is presented. This chapter makes no attempt to present a complete discussion of the general literature on special events. However, the literature examined does illustrate how the problem statement relates to the broad area of event research.

Chapter Three presents the research methodology adopted to address the problem statement. The chapter is broken down into the following: study area, survey design, survey instrument, pilot testing, data collection, and data analysis.

Chapter Four presents the results and a discussion of the results obtained from the survey instrument, and Chapter Five analyses the results with respect to each of the subproblems.

In the final chapter the findings of the study are reviewed, practical and theoretical implications and recommendations are presented, and conclusions regarding the information needs of special event organizers are made.

CHAPTER 2

LITERATURE REVIEW

Introduction

The purpose of this chapter is twofold: first, to illustrate the place of this study in the context of special events research, and second, to derive from existing research an appropriate theoretical baseline that describes the information needs of special events organizers. Research into special events covers a wide spectrum. This section will be divided into two areas, the first dealing with the general research into special events and the second, an examination of the research into the management of special events.

Overview

This section will provide a brief overview on the literature on special events in order to identify where this study fits in the field of research in this area. Although there is a good deal of research in the area of special events, much of it is not directly relevant to this study. The majority of the studies have examined the economic impact of special events. As such, this section will present research in the following areas: definition, scope and classification of special events; impacts of special events; and, the measurement of the impact of events.

The first area of research to be reviewed deals with the definition, scope and classification of special events. As stated in the introduction, the term special event has been used widely and it has different meanings depending on the context of the word. The National Task Force on Tourism Data established a project team on festivals and special events (1986: 3) "to respond to the need for accepted measurement criteria for festivals and special events." Upon examining the literature on special events it becomes evident why one of the objectives of the

Project Team (1986: 4) was "to identify the scope of festivals and special events." The term 'special events' has different meanings for different authors.

At one end of the spectrum Carey (1987: 275) adopts a broad definition:

> Events and attractions by their broadest definition could encompass anything that attracts an audience by appealing to specific tastes or desires. In the context of travel and tourism, this broad spectrum becomes limited to that segment of the industry which is unique to specific geographic locations. An event has a limited duration whereas an attraction is permanent.

In contrast, Ritchie (1984: 2) defines hallmark events as:

> Major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention.

Ritchie provides this definition of hallmark events along with a classification system for hallmark events that consists of seven categories. These are: world fairs/expositions; unique carnivals and festivals; major sports events; significant cultural and religious events; historical milestones; classical commercial and agricultural events; and major political personage events.

Hall provides a discussion of the definition of the term 'hallmark event'(1988: 1) in his study, and defines 'hallmark event' as follows:

> hallmark tourist events, otherwise referred to as mega (Ritchie and Yangzhou 1987) or special events (Burns et al: 1986) are major fairs, festivals, expositions, cultural and sporting events which are held on either a regular or a one-off basis.

Hall indicates that problems exist in defining hallmark events in relation to scale. He provides (1988: 8) "a comparison of the various definitions of staged tourist events and their characteristics."

The next area of review which has a much broader perspective, deals with the impact of special events. A vast amount of research deals with the economic impact of special events. Ritchie (1984: 4) developed six major types of impact of hallmark events. These are: economic; tourism/commercial; physical; sociocultural; psychological, and; political. Hall (1988) states that research on hallmark events is focused mainly at economic impacts. He states (1988: 7-8) that "...a number of studies of the social impacts of hallmark events have emerged in recent years" and that "...there is clearly a need to go beyond conventional economic analysis to examine the social and physical impacts of such events."

As a good deal of literature exists in the area of impacts, only a few examples of specific literature on special events will be presented. Gartner and Holecek (1983: 199) examined the economic impact of patrons and exhibitors of a "nine-day tourism industry exposition" held in Detroit. The Kentucky Department of Travel Development (1987) completed a study called the "Market and economic analysis of the 1987 Bluegrass Music Festival" to obtain information on visitors to the event. The major objectives of the study (1987: 1) were to obtain "detailed market information about these visitors, their perceptions and evaluations of the festival, the demographics of these visitors, and the expenditures that they made."

Marsh (1984) examined the economic impact of the Peterborough Church League Atom Hockey Tournament in 1982. He concluded that cultural and sporting events can be economically important to the region. Mitchell and Wall (1986) reported on the impacts of the Blyth Festival in Ontario. The authors (1986: 28) examined whether an event would improve "the local business climate by increasing the sales and viability of existing business and by attracting new enterprises." They concluded the festival had a positive economic impact on the community. Wang and Godbey (1988) completed a tourist expenditure study on the 21st Central Pennsylvania Festival of the Arts. Derek Murray Consulting Associates

Inc. (1988) undertook a market and economic benefits assessment of the 1987 Edmonton Heritage Festival. The authors indicated that an event of this magnitude has a large economic impact. They concluded that the event allowed for a economic spin off in the community as out of town visitors would spend additional time and money in the municipality. This company (1985) also completed "A study to determine the impact of events on local economies" for the province of Saskatchewan. Lee (1984) examined the impact of sport events on the British Columbia economy. Mahoney, Spotts and Holecek (1987) completed an economic impact study of Christmas 1986 at Crossroads Village. The authors indicated that events have both a direct and indirect economic benefit to the community.

One of the six types of impact identified by Ritchie (1984) is the tourism/ commercial impact. He states (1984: 4) that "despite the general acknowledgment of the existence of tourism/commercial impacts, little attention has been paid to assessing their significance owing to the difficulties associated with their measurement." A third category identified by Ritchie is physical impacts. He states (1984: 4) that "the positive elements of such impacts most commonly catalogued relate to the new facilities constructed as a result of the event, as well as the improvement of local infrastructures...." The negative elements of this impact include environmental damage and the overcrowding of facilities (Ritchie, 1984: 4).

Ritchie (1984: 4) states that "the three remaining categories of potential impacts", that is the psychological impacts, sociocultural impacts, and political impacts, "have received much less formal attention and, it is argued, have been underestimated in terms of importance." Getz and Frisby (1988) have addressed the sociocultural impact, to a limited extent. They state (1988: 22) that "festivals are thought to evolve from, and in turn reflect, the organization and values of the societies which create them." Later in the same article, Getz and Frisby (1988: 22)

indicate that festivals can "generate leadership, local accountability, heightened public-private sector cooperation, and reinvestment of profits in the community."

The measurement of impacts of special events has also received attention in the literature. Ritchie (1984: 4-5) examines "the measurement of the range of impacts of hallmark events" using the six types of impacts that he presented earlier in his paper. He examines (1984: 6) the variables measured and "associated data collection and interpretation problems."

Davidson and Schaffer (1980: 12) have examined "some of the widely used techniques of analysis employed in economic impact studies of entertainment events." The advantages and disadvantages of major features (1980: 13) such as "the use of surveys, defining concepts, the multiplier, and sampling procedures" are described.

The National Task Force on Tourism Data established a Project Team on Festivals and Special Events (1986: 3) to examine "the problems associated with measuring festivals and events." The Project Team (1986: 6) developed a "summary of the types of measures required to assess the impact of a festival or event." These are as follows: operational measures, employment measures, marketing measures, and advocacy and public attitude measures (1986: 6-7). The report (1986: 7) also suggests that "three main categories of data required to support the above measure[s] are: demand side data, supply side data, and attitude and motivation data. The report (1986: 8) also presents a chart that "outlines and summarizes some suggested data needs with matching methodologies for collection." In the section (1986: 12-14) that summarizes the findings and provides recommendations, the following items were presented: data credibility and comparability; impact of festivals on the local community; impact of festivals and events at the national level, and; data dissemination and education.

The above is an overview that provides only a sample of the extensive literature dealing with research on special events. The next section will examine the social component of special events.

Social Component

Special events usually reflect locally held values such as humor, religion, and politics. They can be examples of public celebration and a method for individuals in the community to have fun. Getz (1991: 58) indicates that:

> leisure opportunities, including special events, are necessary for cultural, health, and community development. The community also gains by fostering leadership, self-esteem, identity, organizational expertise, and networking through event productions. Special-interest groups are involved to inform and educate the public about worthwhile aims, to raise money for self-perpetuation, and to facilitate the development of their pursuits. All of these goals are related in the sense that they pertain to the sharing and enhancement of a community's social and cultural values - the very root of public celebration and festivals.

Some additional benefits of special events are a strengthening of regional values or traditions; increased community pride and spirit; an improvement in resident-visitor interactions; an increase in sports, arts or other activities associated with the event; independence from capital intensive facility development; increased voluntarism and community group activity; and events generate revenue that can be used to improve community facilities and parks. There is also a range of potential negative social and cultural problems such as disruption of community life, amenity loss and commercialization (Getz, 1991) but these can be mitigated through proper planning.

An important aspect of proper planning is to have public participation. Public participation identifies and involves neighbourhood and community leaders, it determines public preferences, it identifies potential human resources, creates a better understanding of the municipal role in special event planning and it increases the community's commitment to the plan. The amount of public participation will

depend on such factors as the attitude of the proponent and the commitment to public involvement.

As indicated, various publics from the community need to be involved with a special event from its onset in order for the event to be successful. The publics can include various clubs, service groups, organizations, businesses, and the municipal government. Input is needed from these publics in order to balance social, economic, cultural, political and ecological considerations. A festival or event must have the interest and support of the community to be successful. There must be a mechanism for public participation in the planning of an event. By holding a public meeting on a proposal for an event, proponents can determine whether there is any local enthusiasm and support for the idea. Another benefit for holding a public meeting is that it allows for the exchange of ideas. It allows the community to "buy into" the concept of the event. The meeting should provide reasons as to why the event is being considered, what benefits are anticipated for the community as well as the general nature of the program. If the meeting proves to be successful, the proponent can begin the actual planning of the event. It is important to maintain community support and to involve all the stakeholders in the community. This is accomplished through effective planning and management of an event.

The next section of the literature review will deal specifically with event management, and as such attempts to provide a more comprehensive and in-depth examination of this segment of the special events literature.

Event Management

The study of the information needs of event organizers, as the conceptual framework in Figure 1-1, is intended to contribute to improved planning and management of special events. This makes the literature on special event management of direct relevance to this study. Unfortunately, the literature dealing

with event management, and particularly literature that is research based, is not extensive.

Getz and Frisby (1988) have written an article that deals specifically with research on event management. Their article (1988: 22) "discusses a framework based on systems theory, within which the managerial effectiveness of community-run festivals can be examined." The authors examine a sample of festivals in Ontario through the use of a self-administered questionnaire to obtain information on: themes, activities, and attractions; the evolution of the festival; organization and management; revenue, and; marketing. The authors compare their survey findings with the research conducted on Texas festivals and events by Wicks and Watt in 1982. They found (1988: 26) that both studies confirmed that there was a "need for management training of festival organizers." Besides presenting the results of the survey, the authors also present research needs in the area of community run festivals. One of the guidelines that Getz and Frisby (1988: 26) presents is that technical support should be provided:

> to managers in conducting attendance estimates, visitor surveys, and marketing plans. Most volunteer organizers do not have the skills or the time to do these basic management tasks. Workshops and guidelines should be made available, and networking facilitated through government- or industry-assisted festival and special event associations.

A position paper on festivals and events was completed in 1989 by Tourism Canada. Tourism Canada surveyed organizers of 19 major festivals and events and found that most of the events and festivals evolved from non-profit organizations. The survey found that most of these major events were operated by a full time staff which ranged from a few individuals to over twenty staff. Tourism Canada found that:

> The permanent staff is not always sufficiently trained or skilled to operate, market and evaluate their event and they must sometime rely

> on professional expertise to assist them in areas such as fundraising, research and public relations marketing. The survey shows that there is a need to promote training and education for organizers in matters related to long-term planning, logistics, finance, research, marketing, fund-raising and establishing links with other sectors.

Besides examining the product, the position paper identified some of the associations involved with special events and festivals. These were the Canadian Association of Festivals and Events (CAFE), La Societe des Fetes et Festivals du Quebec (S.F.F.O.), Festivals Ontario, Manitoba Organization of Festivals and Events (MOFE), and Festival B.C. Various provincial and federal departments and agencies that provide financial assistance were listed. One of the constraints identified in the paper was that the event sector:

> needs better provincial structuring, a strong national organization, training and educational tools, intelligence on markets, trends etc., better response from the community and the business and travel sectors if it intends to grow significantly, generate economic benefits and draw distant visitors.

The remainder of the articles reviewed in this section deal with literature that provides ideas and suggestions to improve a festival or special event. Thomason and Perdue (1987) examine the procedures needed to establish and develop a festival in a rural area. They discuss the following: generating ideas, defining objectives, advertising and promotion, personnel, budgeting, continuing operation, and evaluation.

Jenkins (1986) examined the planning and development of a community festival, specifically Brantford's International Villages Festival. Sections within the article examine: theme development, the basis of plans and objectives, the organizational structure, involving the community, resources, logistics, promotion and marketing, finances, and evaluation.

The Saskatchewan Department of Tourism and Small Business (1986: 1) developed a handbook that "provides an overview of how to plan, organize, and

evaluate a special event in Saskatchewan." The handbook is not comprehensive but it does supply an overview of the processes involved in organizing a special event.

Coopers and Lybrand Consulting Group (1989) completed a study of the festivals in the National Capital Region. The authors (1989: 29) found that :

> The planning and budgeting processes of the festivals are generally good, but the planning could be better documented for the majority of festivals. They need to be improved so that they provide a critical path, with milestones and deadlines that will guide staff in their day-to-day efforts;
> All festivals could improve lines of communication between the Board, staff, volunteers and other participants. Roles, responsibilities and expectations for each group should be more clearly defined in order to avoid confusion, duplication of effort, or things not getting done at all;

Wicks and Watt (1983: 42) present an educational model that was developed to meet the "managerial requirements" of the fair, festival, or special event manager. The main components of the model consist of: identifying clientele needs and developing suitable educational programs to meet those needs. This article provides a framework which can be used as the basis for developing appropriate educational programs to meet the needs of special event organizers in the community. This framework illustrates very clearly that the determination of organizers information needs is the starting point and foundation for the effective planning and management of special events. As a result it was used as the conceptual framework for this thesis (see Figure 1-1).

Various government offices have produced publications dealing with planning and organizing special events. Alberta Culture produced a booklet, Organizing a Festival (undated), which presents information to assist individuals in the planning and organizing of festivals. The booklet included information on the following topics: developing a theme, organizing a festival, festival components, securing resources, and sources of information. Another government organization, the Canadian Government Office of Tourism, produced the following publication:

Planning Festivals and Events (undated). This publication provided information on such areas as: reasons for staging an event, planning and objective-setting, organization, committee functions and responsibilities, promotion and publicity, accounting, evaluation and control procedures, and community involvement. Both of these publications were produced in the early 1980's. There is a good deal of relevant information in both publications on organizing a special event. Unfortunately, these publications do not provide all the necessary information that is needed in order to organize an event.

There does not appear to have been any research examining the information needs of special event organizers. As a starting point for developing a comprehensive list or "baseline" of organizers' needs, it was necessary to turn to more applied sources of information. In reviewing the various manuals and resources produced by government and private agencies such as Alberta Culture's (undated) booklet, Organizing a Festival, and the Canadian Government Office of Tourism (undated) publication, Planning Festivals and Events, the most comprehensive planning and management tool developed for special event organizers was found to be that of Wilkinson (1988).

Wilkinson developed a manual, The Event Management and Marketing Institute. This manual consists of 764 pages of information including two workbooks, one dealing with the event planning process and the other dealing specifically with the event marketing process. The author developed a manual that is clearly written and organized, and includes an abundant number of examples from past events. The manual is divided into six main areas: administration, operations, special services/policies, hospitality, public relations and marketing, and technical services. Subsections exist under each of these main areas. Wilkinson has developed a comprehensive manual that identifies and provides much needed information in the area of event organization.

Wilkinson's list of parameters listed in the table of contents of his manual (see Table 2-1), provides the basis of this research. In summary, the parameters identified by Wilkinson in his The Event Management and Marketing Institute manual serve as a baseline of the information needs of special event organizers, against which the needs of a particular sample of special event organizers can be measured.

The next chapter covers the survey methodology used for this study. Chapter 2 developed the context of this study in relation to special events' research and described the information needs of special event organizers.

Table 2-1
LIST OF INFORMATION CATEGORIES

Administration
- Organizational Structure
- Bids, Proposals, & Hosting Applications
- Volunteers & Personnel
- Finance/Budget
- Legal
- Insurance
- Wrap-up & Evaluation
- Grants

Operations
- Medical Services
- Communications
- Box Office
- Equipment & Facilities
- Security
- Emergency Procedures
- Parking
- Concessions
- Food Services
- Refuse/Sanitation
- Transportation
- Accreditation
- Programmes
- Accommodations
- Television
- Signage
- Warehousing
- Permits

Special Services/Policies
- Alcoholic Beverages
- Wet Weather
- Lost Children
- Stolen or Lost Tickets
- Refunds
- Signing Authority
- V.I.P. Services
- Practice Facilities

Hospitality
- Competitor & Spectator Services
- Hospitality & Entertainment
- Awards & Gifts
- Festivals

Public Relations & Marketing
- Advertising
- Media & Public Relations
- Sponsorship
- Promotions
- Cooperative Marketing
- Trade Shows & Exhibits
- Logos, Graphics & Designs

Table 2-1 (cont.)

Technical Services
- Equipment
- Facilities
- Personnel
- Scheduling
- Programming
- Hosting

Source: Adapted from Wilkinson's (1988) Table of Contents.

CHAPTER 3

RESEARCH METHODOLOGY

Introduction

Chapter 2 developed the context of this study in relation to special events' research and described the information needs of special event organizers. Chapter 3 examines the methodology used to provide the information to resolve the four subproblems stated in Chapter 1.

The main emphasis of this research was on the information needs of special event organizers in Red Deer, Alberta for the planning and managing of special events. The community level was chosen as Red Deer had identified that there was a lack of resources. While there was very little information at the local level to assist Red Deer event organizers with planning events, there also was very little information at the provincial or national level. As indicated in Chapter 1, Wicks and Watt (1983: 45) found that "currently there are only a few publications written that specifically assist those managing fairs, festivals or special events." It was assumed that organizers' needs did not vary from community to community, and therefore an in-depth study of the needs in one community would have implications for the development of resources for other communities. A case study approach was chosen as the most appropriate method for meeting the goals of this study. According to Zikmund (1991: 87) the "purpose of the case study method is to obtain information from one or a few situations that are similar to the researcher's problem situation." This author (1991: 88) states that:

> the primary advantage of the case study is that an entire organization or entity can be investigated in depth and with meticulous attention to detail. This highly focused attention enables the researchers to carefully study the order of events as they occur or to concentrate on identifying the relationships among functions, individuals, or entities.

Zikmund (1991: 88) also indicates that:

> like all exploratory research, the results from case analysis should be seen as tentative. Generalizing from a few cases can be dangerous because most situations are atypical in some sense. ...But even if situations are not directly comparable, a number of insights can be gained and hypotheses suggested for future research.

Fairs, festivals and special events occur with a wide range of themes, size, scope and success. The case study method was the best approach to examine the diverse individuals involved with planning and managing special events.

This chapter is divided into several sections. First, the study area is defined. Second, the survey instrument is described. Third, the method of pilot testing for the instrument is examined. The final three sections examine sampling design, data collection, and data analysis. The next section will examine the reasons why Red Deer, Alberta was chosen as the location for the case study.

Study Area

Red Deer was chosen as the location in which to collect data relevant to the research question of determining the needs of event organizers. The Red Deer community had identified that there was a lack of resources for the planning and organizing of special events. An Events Resource Committee was established in Red Deer in January 1989, with the intent of developing a manual that could be used to assist individuals involved in planning and organizing community events. Specifically, the Committee was established in Red Deer by the Red Deer Tourist and Convention Board to share knowledge about planning and organizing special events. The committee, composed of six residents who were actively involved with staging community events, felt that a practical how-to manual which would include checklists and contacts would be useful for both veteran and novice organizers (Red Deer Tourist & Convention Board, 1989). However, as the committee had not

undertaken any kind of survey or assessment of organizers' needs, it was suggested that a joint effort would be of mutual benefit, both to meet the requirements of the research as well as the Committee's needs. If the study sample was found to be similar to, and therefore representative of, event organizers province-wide, then the results of the case study could be of relevance and use to other Alberta communities with respect to the development of event planning materials.

An invitation was extended by the Committee to attend the Committee's second meeting in February 1989. A proposal was developed for the meeting and this was presented to and approved by the Red Deer Events Resource Committee. It was agreed that a survey should be developed to determine the needs of event organizers in Red Deer for the purposes of the research but also as a basis for making recommendations for the content and format of future event manuals and workshops. The committee was requested to prepare a list of resource people that would be representative of the individuals involved in planning and organizing the community's special events. Given an expected sample size of less than 50, it was decided to proceed with the development of an interview questionnaire.

The next section will examine the development of the survey instrument used in the personal interview.

Survey Instrument

It was determined that the most effective means of data collection, considering the number of contact people, the information required, and the time allowed, was to develop an interview survey. Alreck and Settle (1985: 42) state that:

> personal interviewing provides the most complete contact with respondents because with face-to-face contact, there is both audible and visual contact with respondents.... Personal interviewing is often able to win respondent cooperation and hold it for a substantial period. Non-response bias is minimal, and this method is quicker than mail surveys for small samples.

Although personal interviewing is usually more expensive than mail or telephone surveys because of the travel expenses and interviewer costs, it was determined to be the most effective data collection method for the City of Red Deer. This type of survey research method allows a researcher to: provide feedback to a respondent; clarify questions; probe respondent's answers for clarification or expansion; obtain unstructured information; ask complex questions; develop a lengthy questionnaire to obtain the research objective; increase the likelihood of obtaining answers to all the questions; show the respondent visual aids; and, increase the chances of high participation due to the researcher conducting the interview at a convenient location for the respondent (Zikmund, 1991). One of the disadvantages of this type of survey research is that the respondents are not anonymous and therefore may not be willing to provide confidential information.

In terms of the type of questions, it was decided to include both open-ended and closed questions. The open questions pertained mainly to obtaining data from the respondents on the information required to assist them in organizing special events. Joselyn (1977: 196) stated that open-ended questions are:

> advantageous because response categories are not suggested to the respondent and so there is no possibility of suggestion bias as there is with multiple choice questions. Respondents are completely free to answer in their own way and to express their own ideas. In addition to eliminating suggestion bias, open-ended questions usually generate a greater range of responses than do other formats.

In addition to what was stated above, one of the purposes of the open-ended questions in this survey (Joselyn, 1977: 197) was to "help set the stage for more specific questions" on information needs. In the case of the survey instrument, question 13 was designed as an open-ended question to precede question 14 which was designed to obtain a more specific response on information needs (Appendix A). This response could be used for tabulating and summarizing results in a

quantitative format. Some bias may occur with responses to open questions as some respondents may be more willing to provide their opinions than other respondents that prefer more structured responses.

Downs, Smeyak, and Martin (1980: 47) state that:

> Closed questions have particular merit under the following conditions: (1) when you want to save time and energy (and money), (2) when you want to maximize your control over the interview, (3) when you know exactly what information you want, (4) when classification and tabulation of results is more important than the amount or the depth of information, ... (8) when you have many questions that must be asked in a few minutes, and (9) when the answer does not require an explanation.

The main disadvantage of closed questions is that they limit the amount of information that can be obtained (Downs, Smeyak, and Martin, 1980: 47). Multiple-choice questions and multiple-answer questions were the types of closed questions that were used in the survey instrument. Multiple-choice questions (Joselyn, 1977: 197) is a format that allows "asking a question and providing two or more mutually exclusive prespecified answers or answer categories from which the respondent selects a single answer." Joselyn (1977: 199) indicates that multiple-choice questions:

> are most appropriate in the following situations: (1) where the objective is nonexploratory (response categories can be predetermined), (2) where the response categories are factual in character, (3) where the respondent may fail to consider a viable answer, (4) where the response alternatives are necessary to increase the clarity of the question, (5) where the potential for suggestion bias is believed to be insignificant and (6) where response categories are mutually exclusive.

Joselyn (1977: 199) also stated that "the multiple-answer question differs from the multiple-choice only in permitting the respondent to select more than one response category. In these circumstances the categories are not necessarily mutually exclusive." In the survey, questions 5, 6, 7, 8, 18, and 19 were multiple-choice

questions. The respondent was required to choose one response. Questions 3 and 10 in the survey were designed as multiple-answer questions. The researcher wanted as much information as possible, on group involvement and training or background/experience, respectively. It was thought that more pertinent information would be provided if a respondent could choose as many response categories as were relevant.

An important consideration in the design of the survey was the ordering of the questions. According to Dillman (1977: 123-125) there are four principles that should be followed when designing a survey:

> First, questions are ordered along a descending gradient of social usefulness (or importance); those which the respondent is most likely to see as useful come first, and those least useful come last....
> The second ordering principle is to group questions that are similar in content together, and within content areas, by type of question....
> The third principle used in deciding the order of questions involves taking advantage of cognitive ties that respondents are likely to make among groups of questions. In this way we can build a sense of continuity throughout the questionnaire....
> The final TDM [total design method] ordering principle is that the questions in any topic areas that are most likely to be objectionable to respondents should be positioned after the less objectionable ones.

These four principles, especially the last three, were used in the design of the survey. Questions 5, 6, 7, and 8 were examples of the second ordering principle. Questions 9, 10, 11, 13, and 14 were examples of the third principle and examples of the fourth principle were questions 17, 18, 19, and 20.

Measurement procedures are also an important aspect of survey design. According to Alreck and Settle (1985: 129) scales are used to allow respondents "a choice of 'position,' either within some category or along some continuous spectrum." They (1985: 129) also state that "scales are used to obtain responses that will be comparable to one another." A four point Likert scale was used in question 14 of the survey instrument in order to gather responses on the importance of obtaining information on various items to respondents organizing special events.

In terms of the question content, the survey questions were designed to provide information to solve each one of the subproblems. Questions 3, 4, 9, and 10 were designed to provide data to solve subproblem 1 which was: To compare event organizers in Red Deer with volunteer organizers in Alberta with respect to the kinds of groups they were involved with, their reasons for participation, and the type of training they have had. Questions 14 and 16 were used to provide data to solve subproblem 2, which was: To determine the relative importance of various types of information needs to these event organizers using the parameters identified by Wilkinson. The responses to questions 1, 5, 6, 7, 8, and 14 were used to solve subproblem 3 which was: To determine the extent to which these information needs are related to the organizers' previous and current involvement in organizing events. The data obtained from questions 2, 17, 18, 19, and 20 were used to solve the fourth subproblem which was: To determine the extent to which these information needs are related to the socio-demographic characteristics of event organizers.

Some questions in the survey were developed to meet the information requirements of the Red Deer Event Resource Committee. Questions 9 and 10 were developed in part to solve subproblem 1 but also to provide information to the committee on the training or background/experience of event organizers responding to the survey. Question 11 was developed to determine whether the respondents were familiar with various types of printed material on special events which were available through the Red Deer office of Alberta Culture and Multiculturalism (categories 11 a-g) as well as workshops pertaining to event management that were offered by Alberta Recreation and Parks (categories 11 p-q). Question 11 also asked respondents to provide data on whether there were any manuals, pamphlets/brochures/newsletters, audio/visual, and workshops/seminars /skills programs that they had either seen or used in the past which they felt were worthwhile for the organizing of special events. The data obtained from this part of

the question could be used by the committee to develop a resource file. Question 12 and part of question 11 asked the respondents about the value of the information contained in the various sources that the respondents had either seen or used. The question asked specifically, if the different data sources contained too much information, about right, or not enough information and then asked the respondent to provide comments. This question was included to give the committee information to assist them in the presentation of the information for organizing special events.

Another question that was added to the survey to provide information for the Red Deer Event Resource Committee and subproblem 2 was the part of question 14 that dealt with how respondents wanted the information on special events presented (format). The eight categories listed were: (1) on-the-job training; (2) manuals; (3) pamphlets/ brochures/other newsletters; (4) audio/visual; (5) workshops/seminars/skills program; (6) college/university courses; (7) checklists; and, (8) networking/contact list. Question 16 originally was designed to obtain the information on format but it was changed after the pretest to gather information on workshops/seminars/skills program. The reasons for the change in design is expanded upon in the section on pilot testing.

For the actual design and wording of each question, the following sources were used. Four of the questions in the survey were adapted from the 1988 General Recreation Survey (Alberta Recreation and Parks, 1988). The main reason for including these questions was as a test for reliability, or in other words, to determine whether the results of the survey were representative of the larger population. By repeating questions from other surveys the results of this study could be compared to the results of previous studies. The 1988 General Recreation Survey developed and administered by Alberta Recreation and Parks was:

> conducted between March and July, 1988. Questionnaires were mailed to 7,669 randomly selected Alberta households. Wrong addresses and

> other non-contacts reduced this to an effective sample size of 7,038 households. **Questionnaires were returned by 4,044 households, resulting in a response rate of 57%.** (Alberta Recreation and Parks, 1988: 3)

Question three asked the respondents for information on the kind of group they were involved with. This question was worded in the 1988 General Recreation Survey (1988: 5) as follows: "With what kind of group did you work as a volunteer?" The second question from this survey asked respondents about the importance of various reasons to their involvement in special events and it appears as question 4 in the researchers' survey. This question appeared in the original survey (1988: 3) as follows: "People have many reasons for taking part in leisure activities. **Based on your favorite leisure activity**, how **IMPORTANT** are **EACH** of the following reasons to you?" The basis for question 7 which asked "What job did you do?" came from question 4.(c) of the General Recreation Survey (1988: 5). The final question adapted from this survey appeared as question 9 (1988: 7) and it asked "What is the **HIGHEST** level of education **YOU** have completed?"

The question that asked: Into which of the following categories would the event that you are involved with fall? was adapted from the 1983 Ontario/Canada Summer Events Calendar Survey completed by Tourism Marketing Information Services. Wilkinson (1988) provided the framework for the question on what information was needed by the respondents to assist them in organizing special events. As was indicated in chapter 2, Wilkinson's work has provided the most comprehensive listing of the types of information that should be considered by event organizers in order achieve an effective event.

The remainder of the questions in the survey were developed to provide the necessary information to resolve the subproblems presented in chapter 1. The questions and/or responses that were developed were questions 1, 2, 7, 8, 10, 11, 12, 13, 14, 15, 16, 17, 20, and 21.

The pilot version of the survey consisted of twenty-one questions which dealt with topics such as: the individuals' involvement with special events; the training or background/experience they had that assisted them in relation to event planning and organizing; their knowledge and opinion of different planning/organizational tools for special events; and the information needs they had, including the format in which they would like to have the information presented. The survey ended with four demographic questions relating to the sex, age, education, and occupation of the participant.

The next section discusses the pilot testing that was conducted to obtain responses on the survey instrument.

Pilot Testing

The pilot testing was completed to test the length of the survey, and whether there were problems with the wording of the questions, the phrasing and completeness of the responses, and in the sequence of the questions. Joselyn (1977: 215) states that "pretesting of data collection devices is one of the most vital components involved in any sound primary data collection." The original interview survey was mailed to the Red Deer Events Resource Committee prior to their committee meeting on Tuesday, March 14, 1989. Committee members were asked to review the survey to consider the content, layout and length of the survey. At the meeting, committee members were used as a focus group. Each question was presented to obtain feedback. The meeting was tape recorded. Wording and sequence changes were made to the initial instrument based on the feedback from the committee. There were some revisions that affect Wilkinson's list of information needs. The Red Deer Committee added "grants", "permits", and "advertising" categories. They suggested that "emergency procedures" and "security" should be treated as two separate categories. Wilkinson (1988) had used the term

"cause related/affinity marketing" and this was simplified to "cooperative marketing".

Following this meeting, the revised survey instrument was presented to the thesis committee. The survey was then pretested on three individuals involved with organizing special events in the Edmonton area.

The final survey instrument included all the revisions and a copy of the survey is found in Appendix A. The survey instrument was designed using a wide orientation, narrow margins, and reduced type size in order to include all the necessary responses.

Sampling Design

A directory or listing of event organizers in Red Deer did not exist. The Red Deer Events Resource Committee provided a list of twenty-eight event organizers in their community. The sample of twenty-eight individuals included the committee members. The study required that the sample be composed of individuals who had various levels of involvement with special events in order to ensure a representative cross section of event organizers. The researcher requested additional names of event organizers in order to ensure a representative sample. Upon further reflection, the committee was able to add a further four individuals who they thought would be appropriate for the study, resulting is a total sample size of thirty-two individuals.

The type of sampling method used in this study is known as reputional or purposive sampling. According to the Ontario Ministry of Tourism and Recreation (1982: 65) "in reputional samples, the choice of an individual depends on someone's judgment of who is and who isn't a 'typical' representative of the population." Joselyn (1977: 117) states that purposive sampling is a type of nonprobability sample in which "units from the universe population are selected on the basis of

some sort of 'expert' judgment." Joselyn (1977: 117) indicates that this type of sampling is:

> uncomplicated, fast and generally, involves greater cooperation between respondents and the researcher. It may also help to reduce some nonsampling errors. Still, as with all nonprobability sampling techniques ..., there is no method available for mathematically calculating the sampling error. Moreover, because convenient units from the universe population have a tendency to differ substantially from less convenient units, such samples are normally questionable with respect to reliability.

Joselyn (1977: 118) states that "purposive sampling should probably be used in exploratory situations where speed is mandatory, where the sample is very small, and where great care is taken to insure that the findings are indeed applicable."

In respect of reliability and validity, Alreck and Settle (1985: 64) indicate that "reliability means the freedom from random error" and "a survey is valid to the degree that it measures what and only what it is supposed to measure."

There are numerous errors that can occur at various steps in the survey process. The first to be considered was the sampling error. Joselyn (1977: 107) indicates that:

> sampling errors occur when those units selected from the universe population for questioning or study are not actually representative of that universe population. When this happens, an error is made in projecting the research findings (statistics) to the total population of interest.

To deal with the sampling error, data was obtained on the number of organizations that were active in the community in organizing special events. Brattly, Musgrove, and Gunderson (1989) completed a Volunteerism Survey for the Red Deer Community Information and Referral Center. The survey provided the following information on the numbers of organizations. The survey indicated that there were 490 groups or organizations in Red Deer. The survey was successful in contacting 411 of these organizations. Of this number, 262 or 63.8 percent of the organizations

indicated that they either volunteered time or used volunteers. The total number of volunteers involved with their organizations were 27,244. Unfortunately, there was no mechanism in the survey to prevent double counting of volunteers. More accurate information on the numbers of organizations were examined such as the National Volunteer Survey. Unfortunately, there was a lack of accurate data on the number of organizations that were organizing special events in Red Deer.

Errors can occur during the communication process between the researcher and the respondent. Tull and Albaum (1973: 133) state that a "measurement error may result from interpretive errors in asking the question, receiving the answer, or in aggregating and analyzing the results. Interpretative errors are unintended but nonetheless can be a major source of error in a survey." They (1973: 134) indicate that "there are a number of reasons why interpretative errors occur. They include (1) different underlying assumptions, (2) use of ambiguous construction, and (3) use of ambiguous words." Interpretative errors were avoided by clearly wording the questions and responses in the survey instrument. The clarity in wording and in the meaning of the questions and responses was verified by the Red Deer Resource Committee and the individuals involved in the pretest. The researcher clarified terms during the interview if respondents indicated problems in the interpretation of any terms.

Another type of error that was considered was the nonresponse error. This type of error includes the individuals that were not contacted and the individuals who refused to participate in a survey. Tull and Albaum (1973: 64) indicate that "errors arise in virtually every survey from the inability to reach the respondent." They (1973: 65) also said that "refusals may be by item or for the entire questionnaire." As indicated in the next section, there were no refusals of items or for the entire questionnaire. To reduce the chance of a nonresponse error arising, numerous telephone calls were made to the individuals in the sample. Unfortunately, one of

the individuals from the sample could not be contacted even after repeated efforts. In total, twenty-nine interviews were conducted out of a sample of thirty-two. This gave a response rate of 90.6 percent. The reasons for the non response of the other two individuals will be presented in the next section.

Data Collection

An introductory letter was sent to the people in the sample from the Red Deer Tourist and Convention Board. This was followed by a telephone call in order to inquire whether the individual was interested in participating in the survey. If they were, an interview time and location was set up with each respondent. Those individuals in the sample that were successfully contacted by telephone, did not refuse to participate. The eventual number of participants who completed the survey was twenty-nine.

The data were collected over a two week period. The majority of the people on the contact list were contacted on Thursday, March 23, 1989. The remainder of the people were contacted during the week of March 27. Initially, the majority of the interviews were set up from Monday, April 3 to Thursday, April 7. Interviews were arranged with the remaining participants in the survey for Wednesday, April 12 and Friday, April 14. Of the remaining participants reached by telephone, only two had time available during this time period and interviews were set up for Friday, April 14.

Each interview took on average forty-five minutes to complete. Some interviews were completed in thirty minutes but others took longer than an hour. Interviews were scheduled at one hour interviews in order to allow time for the interview as well as traveling time to the next interview site.

During the first week of interviews, three of the respondents cancelled appointments but interviews were set up for two of these individuals at a later time.

The researcher tried unsuccessfully to contact the third individual on numerous occasions. One of the other individuals from the sample originally was scheduled to be interviewed during the week of March 27 but as the questionnaire had not been pretested, the researcher cancelled the interview and tried to re-book it at a later time but was unsuccessful.

Data Analysis

The questionnaires were reviewed for consistency and it was found that all twenty-nine surveys could be used for analysis. A Macintosh Plus computer was used for the data analysis. The data from some of the questions could be entered directly into the computer without treatment. The data was entered into the software package called Excel.

Questions 1, 2, 5-9, 12, 13, and 15-21 had single response categories. That meant that each question had one column. The remainder of the questions allowed respondents to reply to more than one category which created more than one column per question. Question 3 had ten columns and question 4 had fifteen columns. Questions 10 and 11 had nine columns each. Question 14 was quite large due to the fact that there were fifty-one categories for information and fifty-one categories for the format of that information. Question 14 was divided into two parts, "a" for information, and "b" for format. Therefore, question 14 had one hundred and two columns (fifty-one "a's" and fifty-one "b's").

The data was then copied into the statistical software package, Statview 512+. This statistical package was recommended by a computer analyst at the University of Alberta. The package was used to obtain the following information: the frequency distribution (counts and percentages) as well as the contingency table analysis of the coded raw data which produced the observed frequency table for columns designated as "X" and "Y".

Alreck and Settle (1985: 289) state that "the use of frequency tables provides a very complete picture of the distribution of data for the variable. Their use is limited mainly be the number of scale points or categories that can be shown." They also state (1985: 304) that contingency table analysis or cross-tabs are:

> the most common measure of association between survey variables.... because the method is effective, it can easily be understood and interpreted, it can be tabulated by hand and there are many analysis programs to perform cross-tabulation, and it is a very flexible method.

The chi-square analysis associated with contingency tables indicates whether the association is either statistically significant or a chance occurrence. Due to the sample size, there were limitations on the types of analysis used in this study.

The frequency distributions (counts and percentages) were used to discuss the results of the data in the survey which is the next chapter in this thesis. In addition to obtaining information on all the data collected from the survey, the frequency distribution was also used to address subproblem 1 and 2. The contingency table analysis was used to gather information to solve subproblems 3 and 4, and the results of this analysis appears in Chapter 5.

CHAPTER 4

SURVEY RESULTS

Introduction

The results of the survey are presented in this chapter. The questions from the survey will be presented under the subproblems they relate to. The chapter is divided into four sections, one for each subproblem.

Subproblem 1: Volunteering

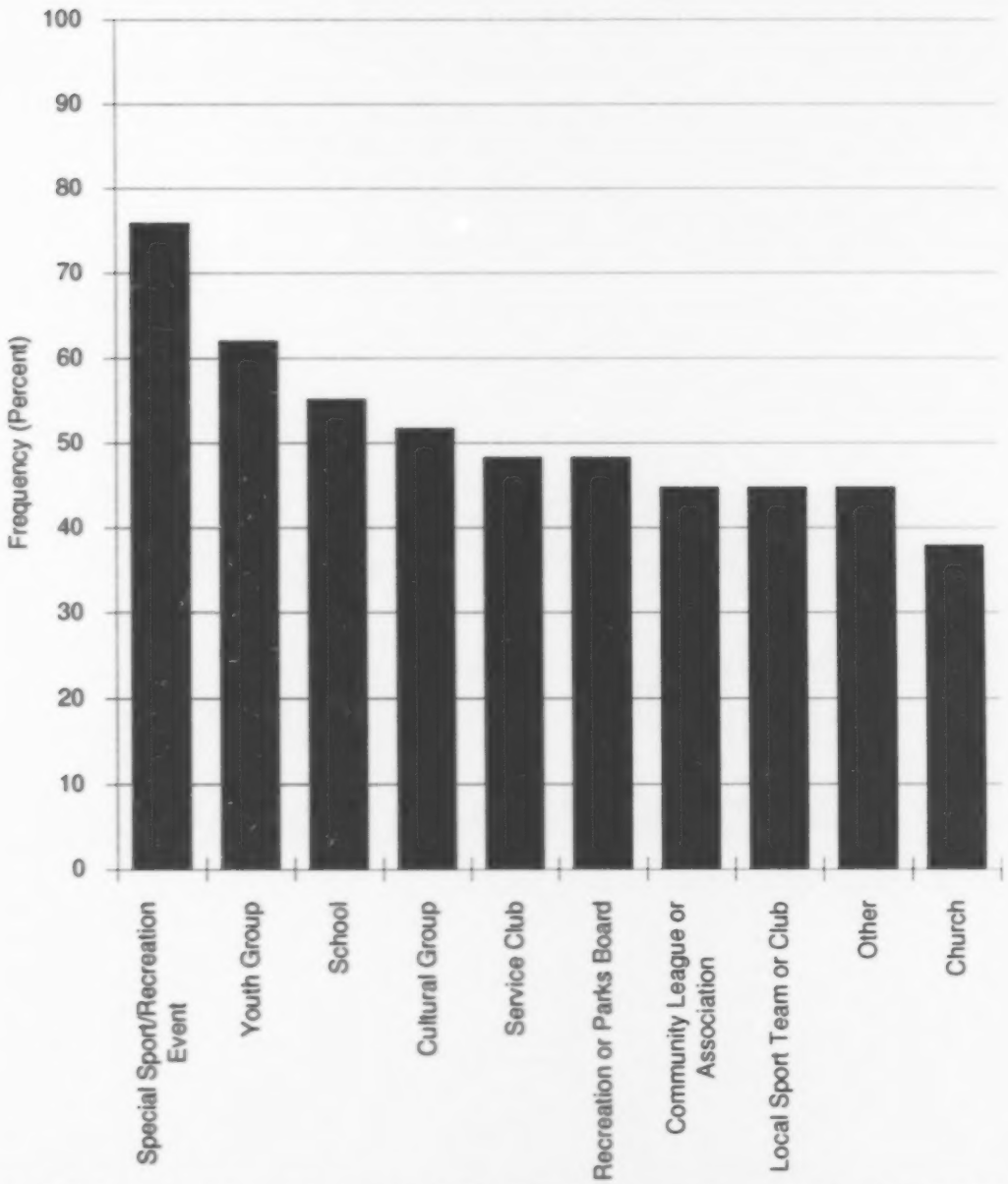
Subproblem 1: To compare event organizers in Red Deer with volunteer organizers in Alberta with respect to the kinds of groups they were involved with, their reasons for participation, and the type of training they have had.

The questions that relate to this subproblem in the survey were questions 3, 4, 9, and 10 (see Appendix A). These questions were examined in the order they appeared in the survey. The survey for this research will be referred to in this chapter as the Red Deer Survey.

In question 3, respondents were asked to indicate the types of groups with which they had worked. The proportion of volunteers involved with each type of group is summarized in Figure 4-1. The special sport/recreation event consists of activities such as tournaments, Regional Games, and Olympic Games. The high percentage given this category may have been due to the fact that the Alberta Winter Games were staged in Red Deer the previous winter and the majority of the respondents had some involvement with the sporting or cultural aspects of the Games. Faid (n.d.) reports on the type of organization that Albertans volunteered for, from the "1987 Survey of Volunteer Activity in Canada." The author states that the survey found that the proportion of Albertans who volunteered for the following areas were: education and youth development (18%); leisure, recreation and sports

FIGURE 4-1

LEVELS OF PARTICIPATION IN VOLUNTEER GROUPS



Note: "Other" category includes multiple responses - Red Deer's 75th Anniversary, conferences, Red Deer International Air Show, United Way, Women's Trade Show, Junior Achievement, Alberta Heart & Stroke Foundation, agricultural events.

(17%); religion (16%); social/public benefit (10%); health (9%); social services (9%); and multi domain (7%). The Red Deer Survey and the national survey indicated a high level of involvement with youth and school volunteer activities. The special sport/recreation event had a higher rating in the Red Deer Survey because the respondents were organizers of special events.

The 1988 General Recreation Survey, undertaken by Alberta Recreation and Parks, found that the under 25 age group indicated a high involvement with the local sport team/club category (41.7%), followed by the school category (32.3%). The 25 to 34 age group had the highest group involvement with the local sport team/club (42.8%), followed by community league or association (31.5%). The local sport team/club at 46.9 percent was the group that had the highest involvement by the 35 to 44 age group. The local sport team/club (32.6%) and community league or association (32.4%) were the groups that had the highest involvement by the 45 to 64 age group. The final age group, those individuals 65 years of age or older, indicated their highest participation with the church group (50.0%). When looking across the age groups and their indication of frequency for involvement in various volunteer groups, the age group most likely to volunteer for the local sport team/club was the 35 to 44 age group at 46.9 percent. The age group most involved with the community league or association was 35 to 44 years (42.5%). The under 25 age group and the 35 to 44 age group were more likely to volunteer for the youth group at 20.8 percent each. Dunn's analysis of Alberta Recreation and Parks' 1988 General Recreation Survey (1989: 29) summarized the differences among the age groups as follows:

Under 25 years
- local sports teams/clubs (41.7%)
- school groups (32.3%)
- special sport/recreation events (29.2%)

25 to 34 years
- local sport teams/clubs (42.8%)
- community leagues or associations (31.5%)

- special sport/recreation events (25.2%)

35 to 44 years
- local sports teams/clubs (46.9%)
- community leagues or associations (31.5%)
- school groups (40.3%)

45 to 64 years
- local sports teams/clubs (32.6%)
- community leagues or associations (32.4%)
- church groups (27.9%)

65 years or older
- church group (50%)
- community leagues or associations (26.5%)
- service clubs (24.7%)

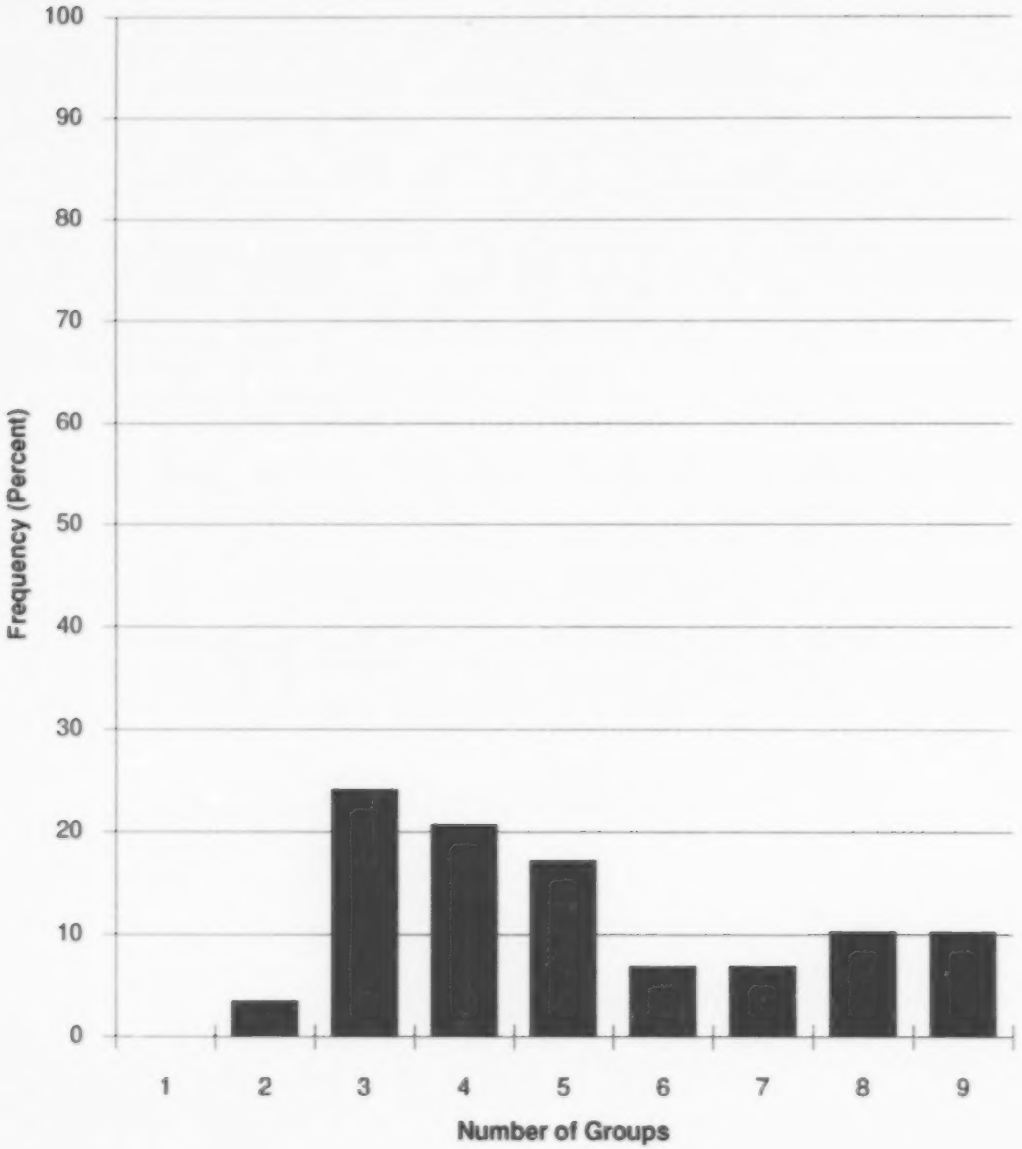
Dunn (1989) compared the variations in volunteer group involvement associated with gender. She found that males were more likely to volunteer for local sport team/club (47.1%), followed by community leagues or association (34.7%) and special sport/recreation event (28.3%). Females, on the other hand, were more likely to volunteer for church groups (33.6%), school groups (33.4%), and community league or association (32.4%).

As far as education is concerned, the volunteers with less than a high school education indicated that they were most involved with church groups. The remainder of the education groups indicated the local sport team/club was the group that they had the most involvement with. Dunn (1989: 37) indicates that "volunteering for special sports or recreation events was more likely to be associated with a post-secondary education level than with a high school education or less."

Over 96.6 percent of the respondents had been involved with 3 or more volunteer groups in the community (see Figure 4-2). These individuals provided organizations within their community with their time, experience and dedication. The largest proportion of respondents, 24.1 percent, indicated that they were involved with three different groups. As in most municipalities, a few individuals provide a great deal of their time, specifically their leisure time, to make the community a better place to live by providing enjoyable experiences for other people. In comparison,

FIGURE 4-2

VOLUNTEER GROUP PARTICIPATION



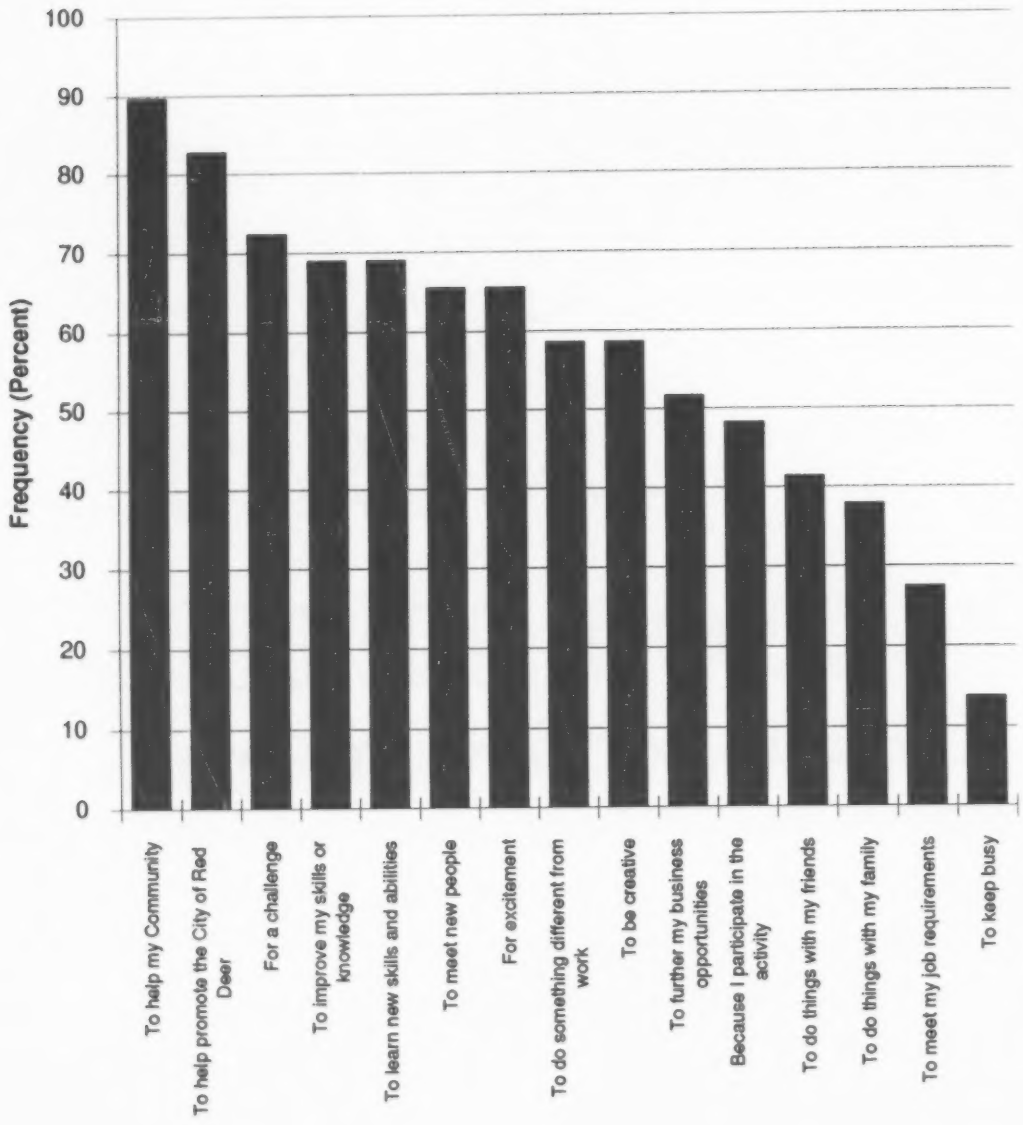
the 1988 General Recreation Survey (Alberta Recreation and Parks, 1988: A Look at Leisure, No. 27) identified that 58 percent of the volunteers "worked with more than one type of organization. Over 10% worked with four or more volunteer groups."

The next question asked the respondent why the person was involved with special events. The respondents were offered a list of fifteen reasons to choose from. Figure 4-3 provides the frequency for each of the fifteen reasons for participation. The five reasons that were ranked highest were: to help my community (89.7%), to help promote the City of Red Deer (82.8%), for a challenge (72.4%), to improve my skills or knowledge (69.0%) and to learn new skills and abilities (69.0%). It is uncertain whether the respondents that provided the response "to help my community" were referring to assisting in the economic development of the region or whether they were referring to assisting in providing social, cultural and recreational opportunities to the residents of Red Deer. Faid (n.d.) examined the information on the 1987 survey of Canadian volunteers and derived the following information on the motivation for why Albertans volunteer: helping others, 62 percent; helping a cause you believe in, 59 percent; feeling that you accomplish something, 55 percent; doing something you like to do, 51 percent; doing something that benefits your children, your family or yourself, 45 percent; feeling an obligation to help other volunteers, 42 percent; using your skills and experience, 33 percent; meeting people, companionship, 33 percent; learning new skills, 26 percent; and, fulfilling religious obligations or beliefs, 22 percent.

The highest response from the Canadian study on Albertans (Faid) was "helping others", while in the Red Deer Survey the highest response was "to help my community" and "to help promote the City of Red Deer." The third highest response given by Albertans was "feeling that you accomplish something", while the Red Deer respondents indicated their third highest response was "for a challenge".

FIGURE 4-3

RELATIVE IMPORTANCE OF MOTIVATIONS FOR PARTICIPATION IN VOLUNTEER GROUPS



The factor which received the lowest response was to keep busy at 13.8 percent. The respondents indicated that they were not involved with organizing events to keep busy as they were busy enough with their other commitments. Four of the five responses added by the Red Deer Event Resources Committee will not be examined in the next chapter as they did not appear in the General Recreation Survey. As a result, no comparisons could be made for these five responses.

Faid (n.d.) indicates that:

> The ranking of the various motivations for volunteering in Alberta is identical to the national pattern. Alberta's men and women show similar motivations for volunteering, although women are more likely to refer to their desire to "help others" while men stress the importance of "helping a cause you believe in."
>
> Younger Albertans emphasize the importance of accomplishing something through their volunteering. And, they are much more likely to mention how important volunteering is to them in terms of making employment contacts, learning some new skills and meeting new people. Alberta's senior's, on the other hand, tend to place more importance on volunteering as a religious obligation or because they feel that they owe something to their community. As well, older Albertans - more than other seniors across the country - mentioned the importance of using their skills and experience to benefit the community.

When comparing the various respondents in the Red Deer Survey by age and their motivations for participation in events, the respondents in the 26-35 age category, which comprised 31.0 percent of the sample, indicated that they were motivated: to help my community (88.9%), to improve my skills or knowledge (88.9%), to learn new skills and abilities (88.9%), and to meet new people (88.9%). The 26-35 age category was made up of 55.6 percent females and 44.4 percent males. The 36-50 age group, consisting of 44.8 percent of the sample, indicated that they were motivated to participate in order to help their community (92.3%), and to help promote the City of Red Deer (84.6%). The 36-50 age category was made up of 38.5 percent females and 61.5 percent males. The 51-65 age group, comprising 24.1 percent of the sample, indicated their motivations to participate were: to help

their community (85.7%), to help promote the City of Red Deer (85.7%), for a challenge (85.7%), and to do something different from work (85.7%). This age group consisted of 28.6 percent females and 71.4 percent males.

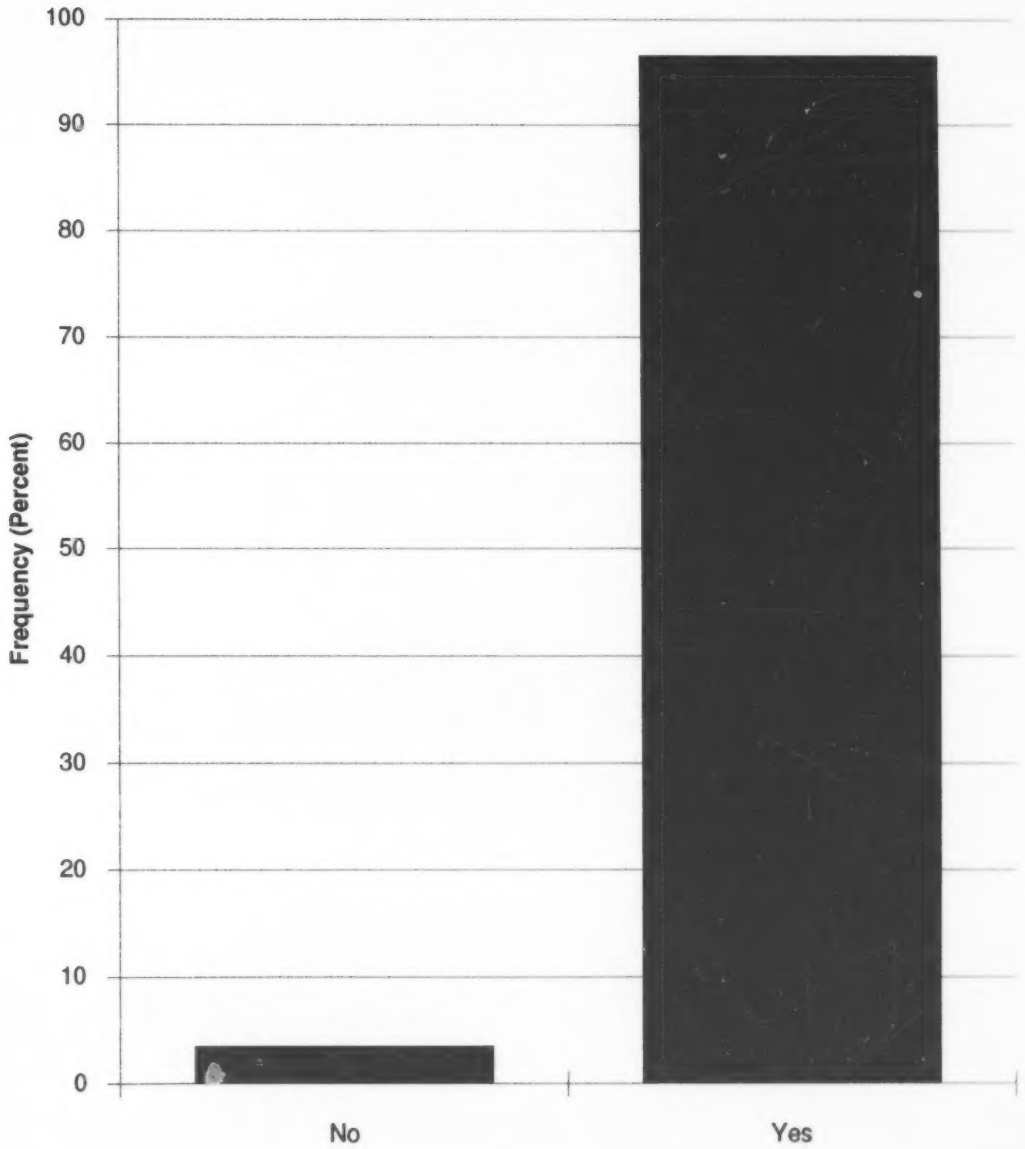
An interesting phenomenon occurred when examining the frequency of the responses of the different age categories with the motivations for participation in events. The 26-35 age group indicated a higher frequency of response than the other age categories for certain motivations. Some of the responses dealt with the respondents desire to expand their horizons such as indicating the desire to not only improve their existing skills but to learn new skills, to further their business opportunities and to meet their job requirements. Other motivations dealt with social interaction such as the desire to meet new people, and for excitement.

The 51-65 age group also indicated a higher frequency than the other age groups for certain motivations for participation in events. They indicated that they wanted to do something different from work, to be challenged, to be creative, and to be kept busy. Not knowing how long these people had been employed in their field, an assumption could be made that this age group consisted of individuals who needed something outside of their occupation to provide a stimulating activity and their involvement in organizing and planning an event provided them with this avenue.

In question 9, respondents were asked whether they had any training or background/experience that helped them in their involvement in special events. This question found that 96.6 percent of the respondents had some training or experience. Only one respondent indicated no prior training or experience (Figure 4-4). In the study by Faid (n.d.: 6), the author states that almost two-thirds of the volunteers in Alberta indicated that they did not get training and supervision and they "did not require it. A further quarter added that they had received the right amount of training and supervision."

FIGURE 4-4

PAST TRAINING OR EXPERIENCE



Question 10 asked the respondent what training or background did they have. Figure 4-5 shows the highest responses from question 10 to be as follows: on-the-job training (96.4%), networking/contact list (71.4%), workshops/seminars/skills program (60.7%), and college/university courses (50.0%). The "other" category includes: patterning after something successful, and evening or continuing education courses. This information would be of relevance to individuals and organizations involved with developing appropriate education materials for organizers of special events. While on-the-job training is the most predominate type of training that the volunteers received, it was interesting that the respondents indicated that networking and contact lists were also important training tools or experience. The respondents indicated the importance of communication between various individuals or organizations involved with organizing and planning special events. The interchange of information either through personal contact or through an association appeared to be the method whereby most organizers were able to share information and obtain new ideas.

The above questions are used in the next chapter to compare the results of the survey to the results of the 1988 General Recreation Survey.

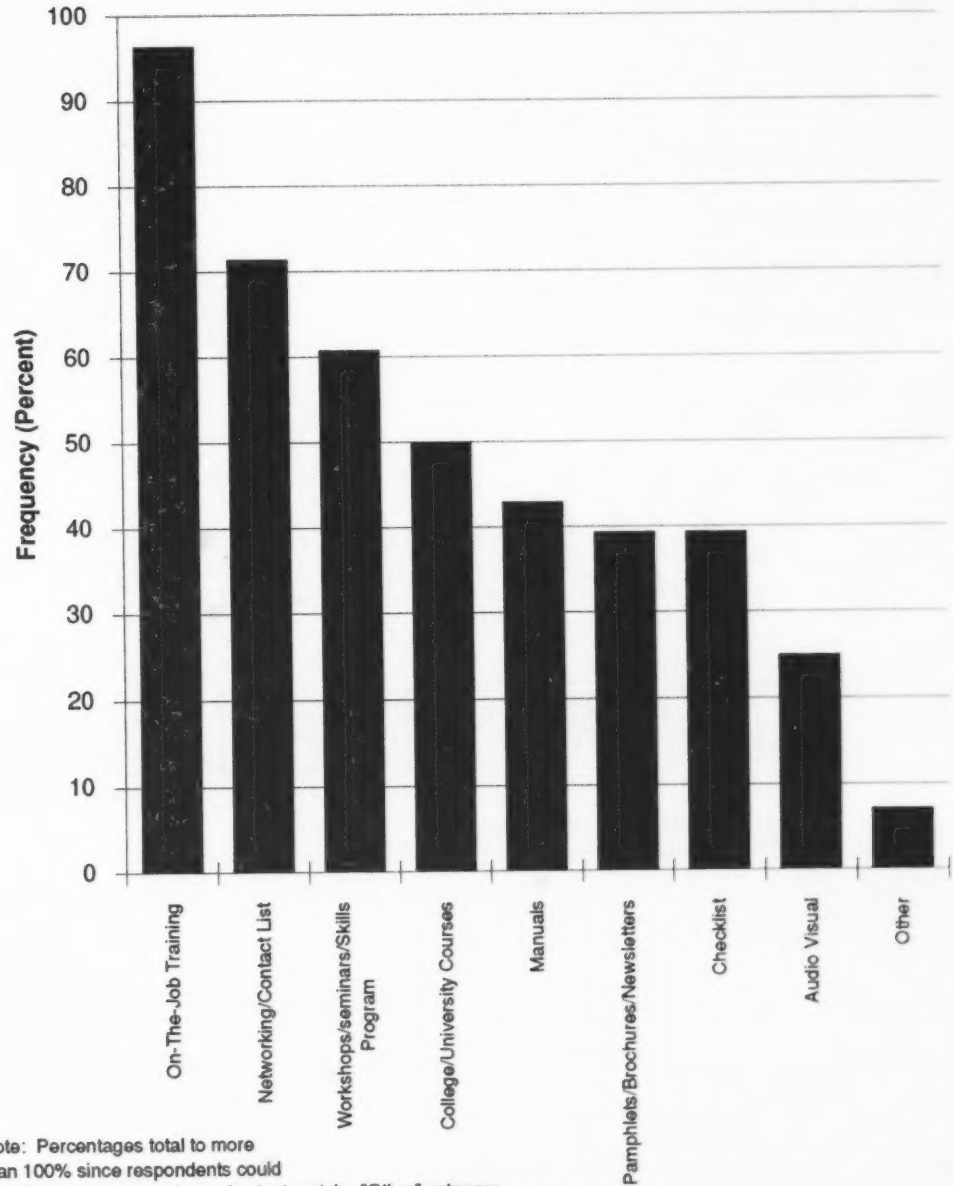
Subproblem 2: Information Needs

Subproblem 2: To determine the relative importance of various information needs to these event organizers using the parameters identified by Wilkinson.

The questions in the survey that relate to this subproblem were questions 14 and 16. The first question asked respondents what information they would like to assist them in organizing events and the later question asked the respondent to indicate in what format they wanted that information presented. Fifty percent of the respondents indicated that information on volunteers and personnel and advertising was very important.

FIGURE 4-5

TYPE OF TRAINING OR EXPERIENCE



Note: Percentages total to more than 100% since respondents could identify more than one type of volunteer job. "Other" category includes: patterning after something successful and evening or continuing education courses.

To report the results of question 14, two responses were combined to give the frequency value presented in the following figure - that is the "important" response and the "very important" response. It was determined that the combination of these two responses would provide information as to the needs of the event organizers in Red Deer. Forty-five of the fifty-one information categories had a frequency of 50.0 percent or above. Figure 4-6 shows the fifty-one categories of information that were indicated as being of importance to the respondents. The top information category identified by the respondents in Red Deer was communications at 92.9 percent, followed by advertising at 89.3 percent, media and public relations at 89.3 percent, sponsorship at 85.7 percent, promotions at 82.1 percent, and scheduling at 82.1 percent. Wilkinson (1988: 156) indicates that the function of the communication committee is:

> being responsible for procuring, installing and servicing all communications equipment needed for the event's various committees. The communication function, whether it involves a division, committee or a single individual, must be responsible for working closely with all aspects of the organization to determine the specific needs of all other functions as they relate to communication. This not only includes the specific tools such as telephones, telex, radios, computers, photocopiers and FAX machines, but also their installation and use. The importance of understanding the machinery cannot be understated since special events typically allow for few rehearsals. Often the first time a system is understood and fully tested is the first day of the event.

Wilkinson (1988) provides a detailed listing of types of event communication systems such as: data processing; electronic information and message systems; paging and beeper systems; photocopying; radio communication and support; results - computations, compilation and distribution; results publication; scoreboards; sound reinforcement; telecommunications - telex, FAX, and telephone; timing and measurement; video systems; and word processing. Wilkinson (1988: 159) states that general communication objectives have:

1. Responsibility for:
   - promotion and publicity;
   - graphics and printing;

FIGURE 4-6

INFORMATION FOR ORGANIZING SPECIAL EVENTS

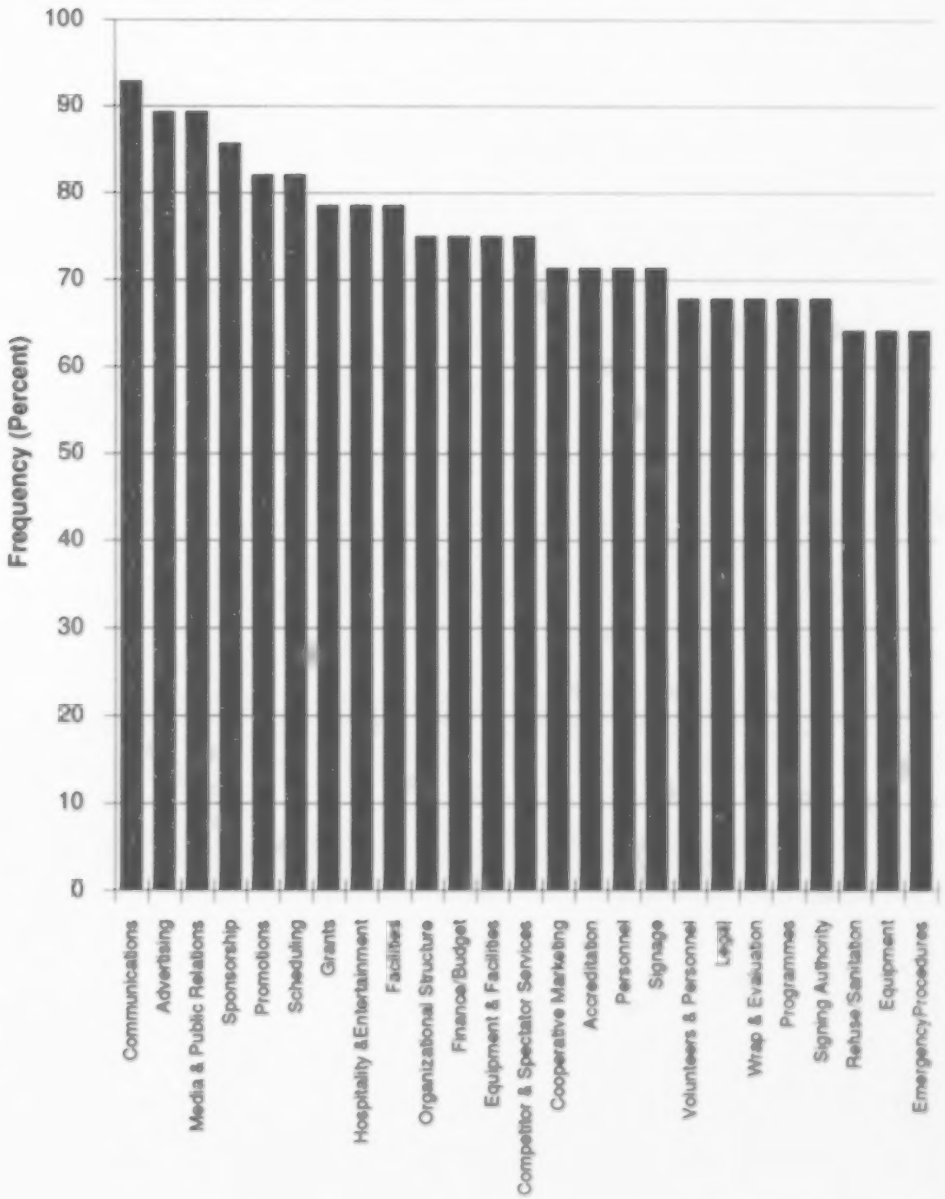
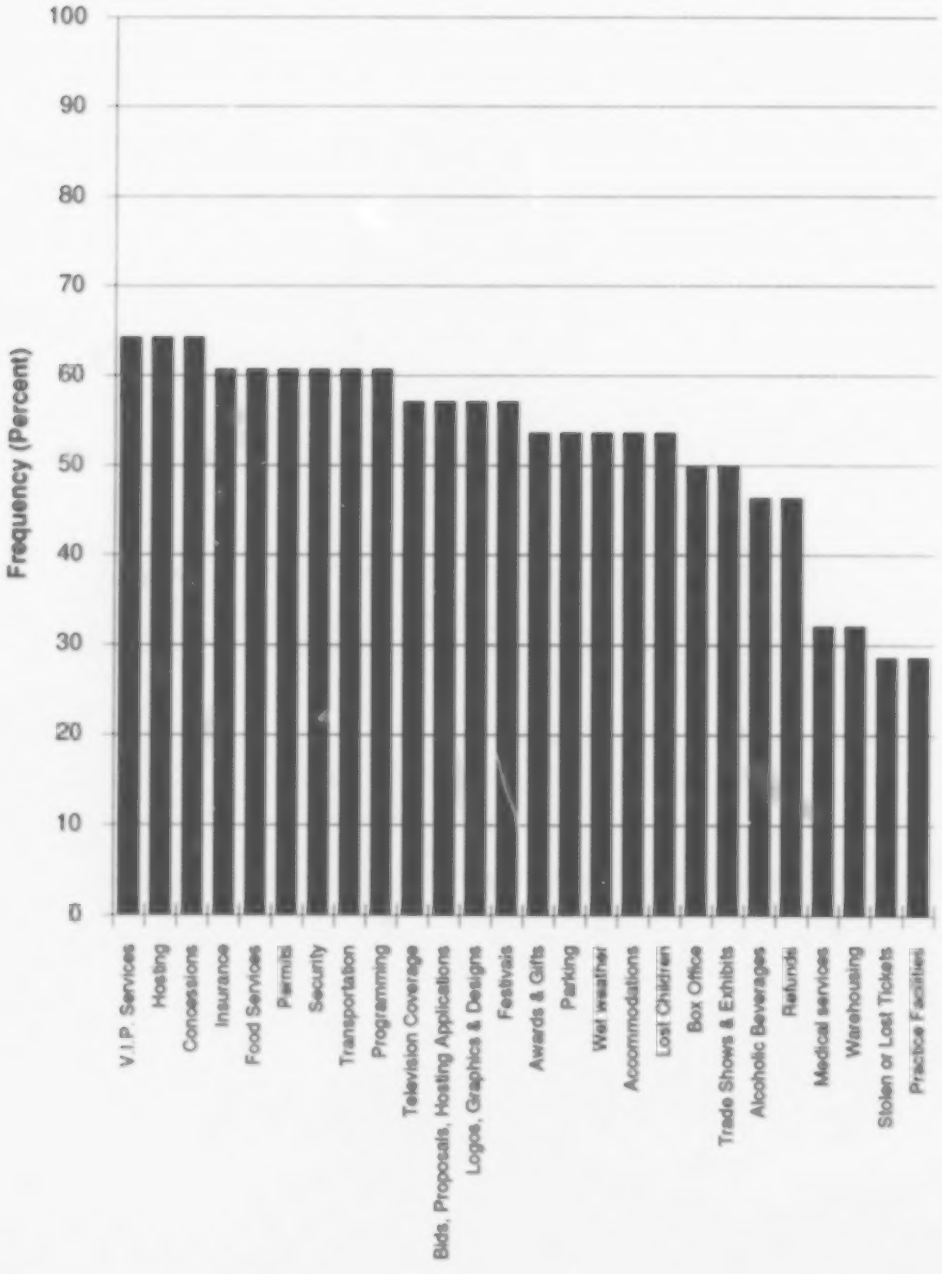


FIGURE 4-6 (Continued)

INFORMATION FOR ORGANIZING SPECIAL EVENTS



- information services; and
- media services.

2. Development and implementation of an effective communications program that provides a wide variety of services internally to all divisions of the organization. (e.g.: pre-event newsletter to those involved with the event)
3. Providing a means of communication between all venues, stations or facilities.
4. Providing an organization for the handling of all requests for assistance and information.
5. Responsibility for the electronic and telephone systems of an event.

Today most organizations have identified the need to improve their communications internally and externally. There needs to be better direction to staff, whether they are paid or volunteers, as to the goals and objectives of an organization. An organizations' clients, for example the spectators, officials, and participants of a special event, need to be informed through communication as to such things as what is being planned and when. The internal and external publics need to know as much information as can be made available.

The next four information categories are all components of marketing a special event. Today, when there is so much competition in society to obtain the attention of an individual, special event organizers need to target appropriate up-to-date means of marketing to their audience. Special event organizers are dealing with a sophisticated audience and they need to develop appropriate marketing plans to achieve their goal of developing a successful event. The fifth information category, scheduling, is an essential component to the success of an event.

Grants, hospitality and entertainment, and facilities all had a response frequency of 78.6 percent. The respondents to the survey seemed to indicate the realization that money in the form of grants was not as readily available from municipalities or from various provincial or federal government departments as in the past. More organizers are competing for a declining number of grant programs. There appears to be the realization that sponsorship is more important (as it rated 85.7%) to the survival of a special event. More special event organizations are targeting corporate

companies as an example, to provide cooperative methods of obtaining the objectives of the special event organization and the corporate company. The hospitality and entertainment category pertains to the development of appropriate entertainment for participants, officials, and sponsors. As the event would not exist without the participation of these individuals, organizers have determined that if these individuals have an enjoyable experience then they may be more willing to participate again the following year or the next time a similar event is organized in a community. When considering the facilities category, if the facility is not appropriate for an event due to such factors as condition, size, and location, then the event will not succeed. Participants, officials and spectators will not enjoy the experience and may choose not to participate in the event now or in the future. The various facilities needed to host an event need to meet stringent requirements as they have a definite impact on the success of an event. The requirements needed for the planning of special events may involve international, national, provincial, and municipal government regulations as well as regulations by various event governing bodies such as the Alberta Sport Council and the International Sports Federation. As examples of some regulations, there are permits for buildings, streets, mass transportation or security; and regulations for funding grants, to name but a few.

The following four categories all had a response of 75.0 percent: organizational structure, finance/budget, equipment and facilities, and competitor and spectator services. If an appropriate organizational category is not developed then there may be a definite lack of communication between various committees. Everyone involved in organizing an event needs to be aware of how the event is being planned, who they should report to and what their responsibilities are. If people are unclear as to their duties then there may be some overlap of functions or tasks may not be completed. The finance/budget category is a very important criteria and it

was surprising that it had a lower frequency of response by respondents. The level of finances available to organize and plan an event has an impact on the size and outcome of a special event. Organizers need to be constantly aware of how much money is available for them to plan accordingly. They need to monitor the budget to ensure that they do not exceed the money that they have available to them. The manner in which they manage their budget and finances will ultimately determine whether the event was successful or not in terms of whether any money was made. These days events need to show a profit in order to be able to organize an event for another year.

When asked in what format the respondents wanted the information presented, the type of format which was indicated most often was the manual. The manual ranked first on its own 43 times out of 51 and tied for first on a further 7. Pamphlet tied for first 3 times, and checklist 4 times. Networking came first once and tied for first once. On-the-job training tied for first once.

Of the top five information categories, the communications category had a 38.5 percent response for a manual, and 15.4 percent for both pamphlet and checklist. Advertising had 28.0 percent of respondents indicating that they would like information presented in a manual and 20.0 percent of respondents wanted the information presented in an audiovisual format. In the media and public relations category 28.0 percent of the respondents indicated that they desired this information in a manual format and 24.0 percent indicated a preference for a networking/contact list. The sponsorship category had 33.3 percent of the respondents indicating the desire for a manual format for this information and 25.0 percent indicating a networking/contact list. The promotions and scheduling rated the manual at 34.8 percent and 47.8 percent respectively. Promotions then had the workshop at 21.7 percent and scheduling had the checklist at 21.7 percent.

The majority of the respondents indicated a desire for information in the format of a manual. Very little information in the format of a manual is available to assist an organizer of a special event. Individuals or organizations could target this need and develop appropriate material for this market.

The results of questions 14 and 16 which were presented in this section, are used in the next chapter to analyze the results of subproblem 2.

Subproblem 3: Information and Involvement

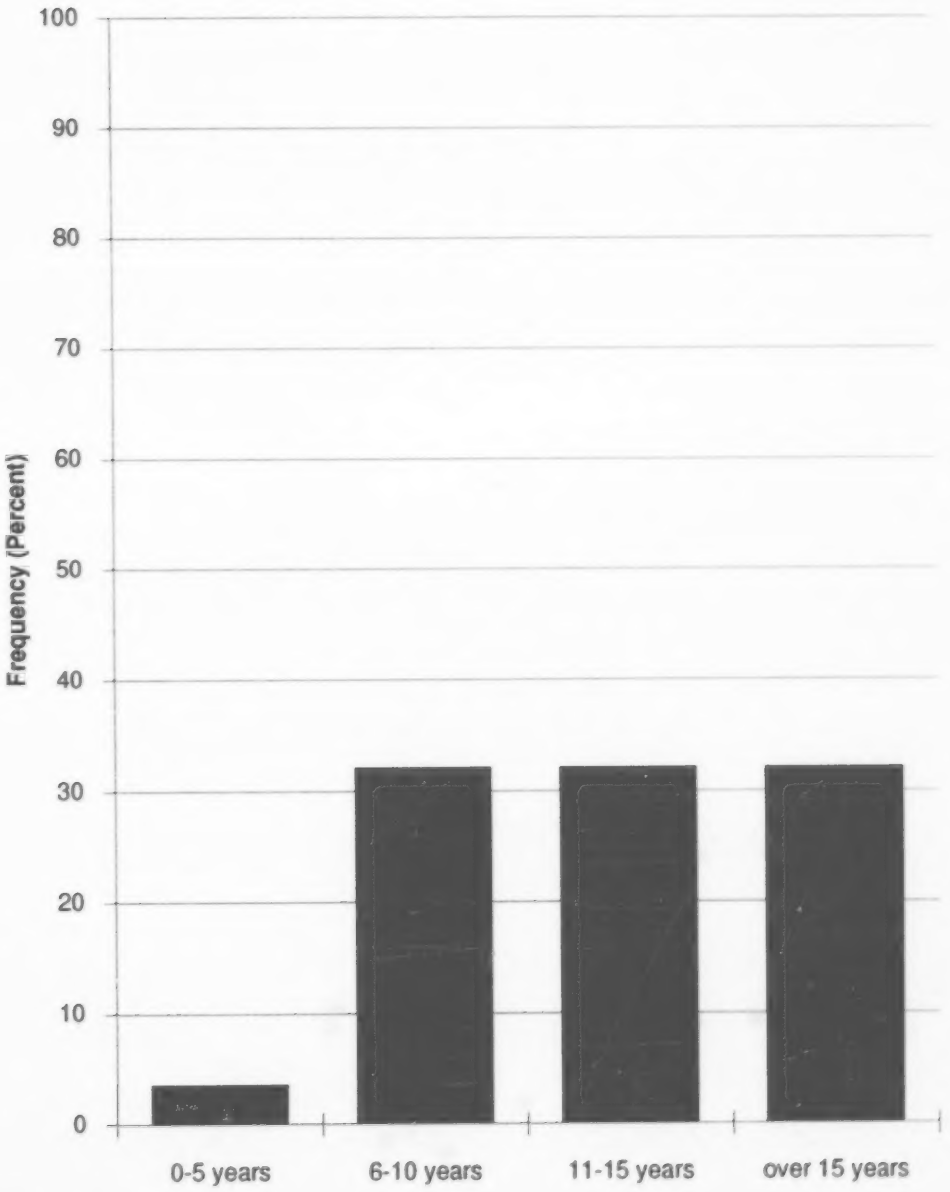
Subproblem 3: To determine the extent to which these information needs are related to the organizers' previous and current involvement in organizing events.

Questions 1, 5, 6, 7, 8, and 14 were used to obtain results for subproblem 3. As the results of question 14 were reported in the preceding section, this question will not be examined in relation to this subproblem until the next chapter.

Figure 4-7 derived from question 1, indicates the length of time respondents were involved with special events. As the figure shows, only one individual had been involved with events for less than five years while the remainder of the respondents had been involved with events for longer than five years. The majority had been involved in events for more than 10 years. This indicates a high degree of commitment by the respondents in the survey. These individuals have given their time to assist in the planning and organizing of events to help their community, to promote the municipality and to experience a challenge. While there are numerous benefits from participation in organizing an event, there are also numerous disadvantages. Organizers do not have as much time to spend with family and friends. As most events involve planning over a year, it is an admirable commitment by these individuals to give up their leisure time because they feel they need to assist their community. It must be stated that not all volunteers consider planning an event as work as many enjoy the involvement in events as a leisure activity. It is

FIGURE 4-7

YEARS OF INVOLVEMENT IN SPECIAL EVENTS



Note: One individual did not provide number of years of involvement other than greater than 5 years.

important that a comprehensive plan is developed on how to organize the event and that new people are trained to take over the responsibilities of organizing the event.

The next question asked respondents if their involvement with special events was a paid or volunteer position. The Figure 4-8 shows that 24.1 percent of the respondents had a paid position and 75.9 percent were volunteers. In the future more non-profit organizations are going to have to hire individuals to assist in organizing events. The time commitment to organize an event and the degree of information that is required to plan a successful event will probably force more organizations to hire a chairperson or general manager.

For this subproblem, respondents were requested in question 6 to indicate the type of event that they were either most recently involved with or currently involved with (see Figure 4-9). The festivals/carnivals/celebrations category received the highest response at 27.6 percent. The high response for this category is understandable considering that some of the respondents to the survey had recently been involved with the cultural component of the Alberta Winter Games. Due to the fact that the survey was carried out in late winter, a number of the respondents may have been involved in organizing event around Christmas or New Year's. In second place, as far as frequency of response was exhibitions/shows (17.2%), and sports (17.2%) . Once again the Alberta Winter Games had just recently been held in the community, some of the respondents may have been involved with this event. For the exhibitions and show category, these types of events are normally held during the fall and winter and therefore it would not be surprising that a number of the respondents would have assisted in organizing some show or exhibition.

Respondents were asked in question 7, what their involvement was in their most recent event. Figure 4-10 shows that the majority of the respondents, whether paid or volunteer, were either involved on the Board of Directors (37.9%) or as a Chairperson (37.9%). Although, the researcher attempted to obtain a sample with

FIGURE 4-8

PAID Vs VOLUNTEER POSITIONS

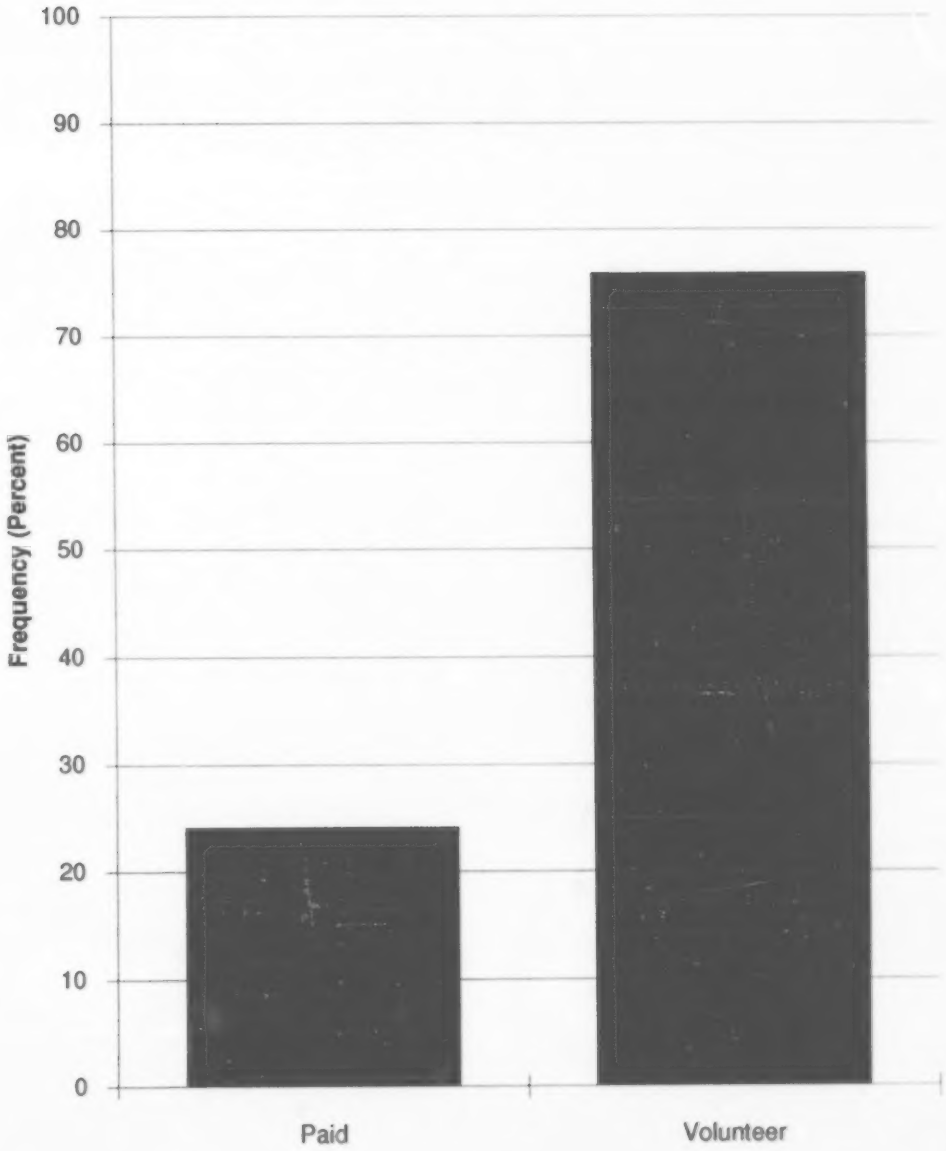
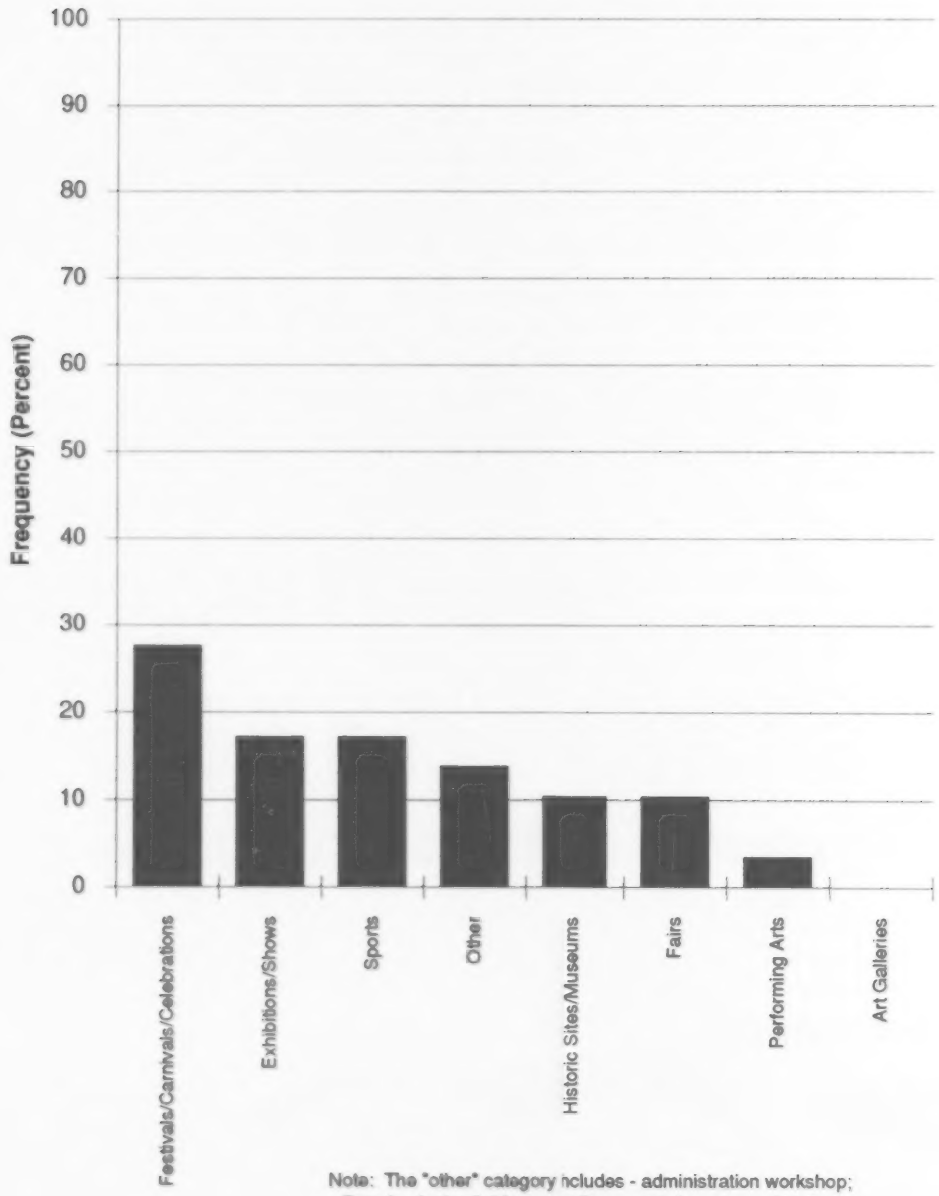


FIGURE 4-9

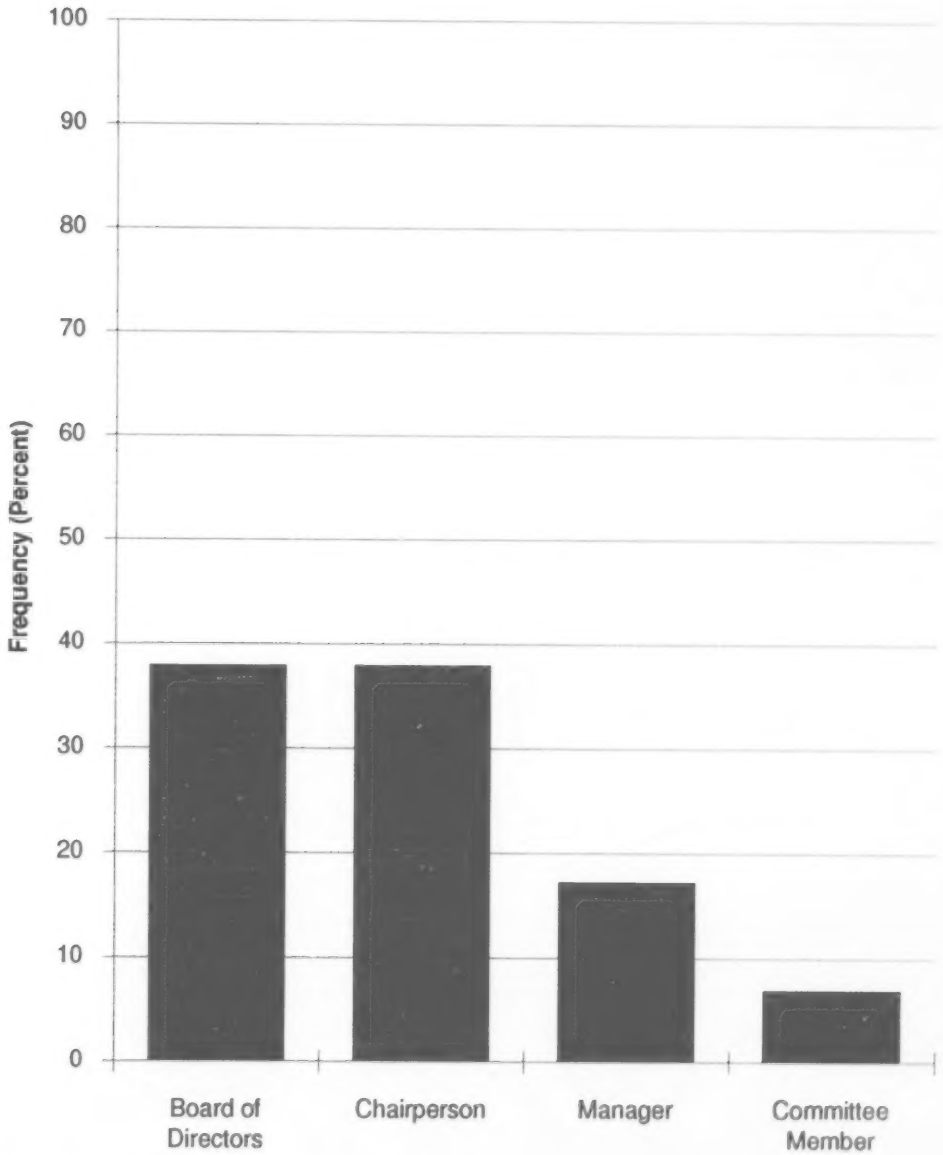
TYPE OF EVENTS CURRENTLY INVOLVED IN



Note: The "other" category includes - administration workshop; Parade; Junior Achievement Banquet & Awards; and United Way Fundraiser.

FIGURE 4-10

TYPE OF POSITION



organizers from a broad range of experience, the sample does not reflect this because of the high proportion of individuals that were involved with events as a Chairperson or a member of a Board of Directors. The Manager category obtained a response of 17.2 percent while the category of Committee Member was indicated by only 6.9 percent of respondents.

The respondents who indicated that they were involved with an event as a manager or as a committee member, were asked in question 8 what their particular area of involvement was. Of the responses to this question, public relations and marketing at 42.9 percent ranked the highest followed by operations at 28.6 percent (see Figure 4-11). The high level of involvement of organizers with responsibilities in the public relations and marketing area may have had an impact on the high response obtained for information in the communication and marketing areas. The respondents may have felt that they required additional information in order to perform their tasks appropriately. Also in today's environment, with the competition to gain an individual's attention, these respondents may have felt that they needed to stay up-to-date on the most current method of conveying their information.

The relationship between the information needs and the organizers' previous and current involvement in organizing events is examined in the next chapter. The results to questions 1, 5, 6, 7, 8, and 14 are used in the next chapter to provide data for the analysis of the results for subproblem 3.

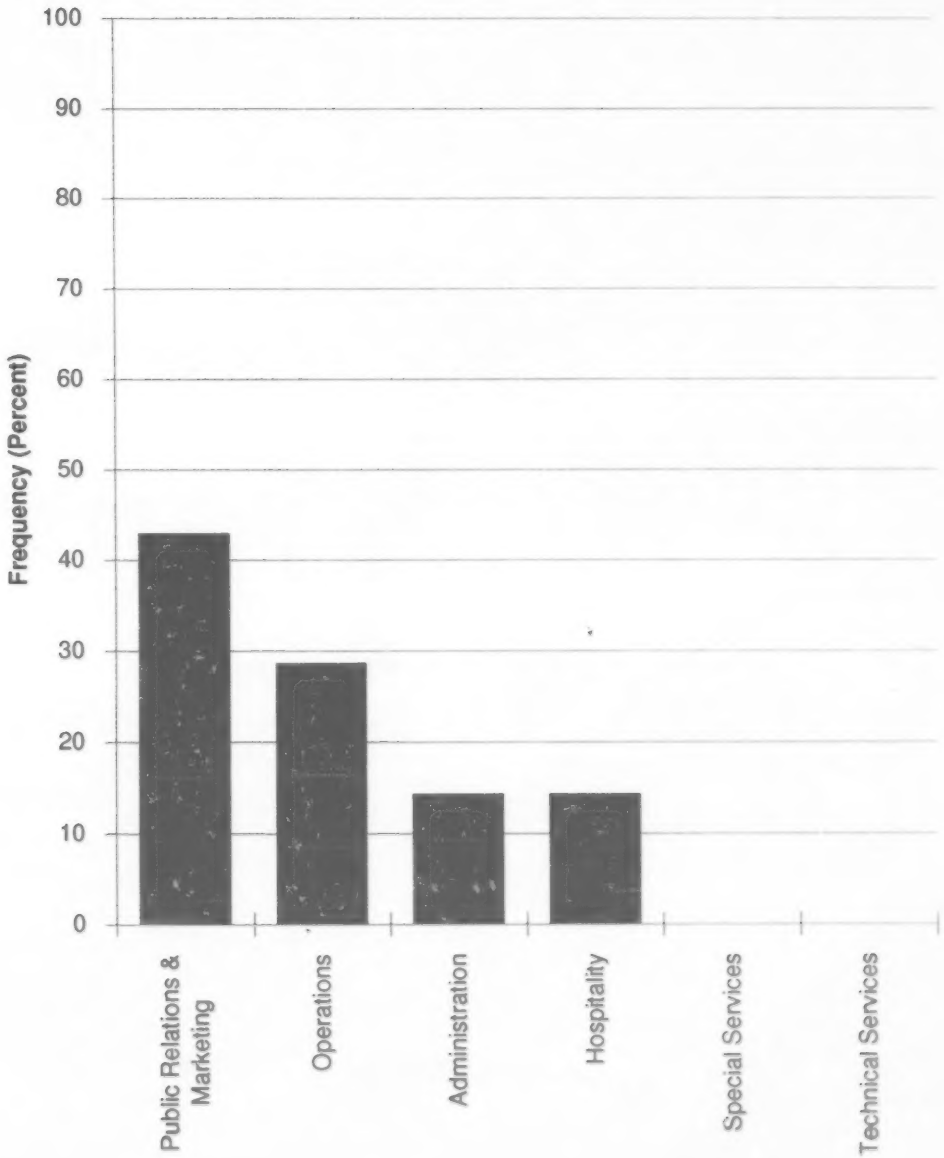
Subproblem 4: Information and Participant Characteristics

Subproblem 4: To determine the extent to which these information needs are related to the socio-demographic characteristics of event organizers.

The survey questions which provided data for this subproblem were 2, 17, 18, 19, and 20.

FIGURE 4-11

AREA OF RESPONSIBILITY



The first question to provide information asked the respondent how long had they lived in Red Deer (see Figure 4-12). The average response to question 2 was 14.1 years with the minimum being 8 months (.67 years) and the maximum 32 years. The highest proportion of respondents had lived in Red Deer from 6 to 10 years (24.1%). This was followed by two groups, 0 to 5 years and 11 to 15 years, at 20.7 percent each. This information indicates that the respondents had lived in the community for a period of time and this may have had an effect on their motivations to assist their community and promote Red Deer.

Question 17 required the researcher to indicate the gender of the respondent. Figure 4-13 shows that the male respondents were 58.6 percent of the sample while female respondents were 41.1 percent of the sample.

In the study of volunteers in Canada, Ross and Shillington (1989: 8) indicate that "women are more likely to volunteer than men. Fifty-six percent of Canada's volunteers are female and almost 30 percent of Canadian women volunteer." In Alberta, females make up 50.1 percent of the residents over the age of fifteen. The national study indicated a rate of volunteering at 44.4 percent for women in Alberta and 34.8 percent for men. In Alberta, women comprise 56.0 percent of all volunteers and men comprise 44.0 percent. The results in Red Deer Survey of the number of male and female respondents is unlike the results obtained from other surveys possibly due to the manner in which the sample was obtained. Also the other surveys were examining all volunteers rather than a specific group of volunteers, namely special event organizers. The Red Deer Survey may not be representative of the ratio of female to male volunteers in Red Deer.

The next question for subproblem 4 was question 18. This question asked the respondents to indicate which age group were they in. Figure 4-14, derived from question 18, shows that 44.8 percent of the respondents were in the 36-50 year age category, followed by the 26-35 year age category at 31.0 percent.

FIGURE 4-12

LENGTH OF RESIDENCE

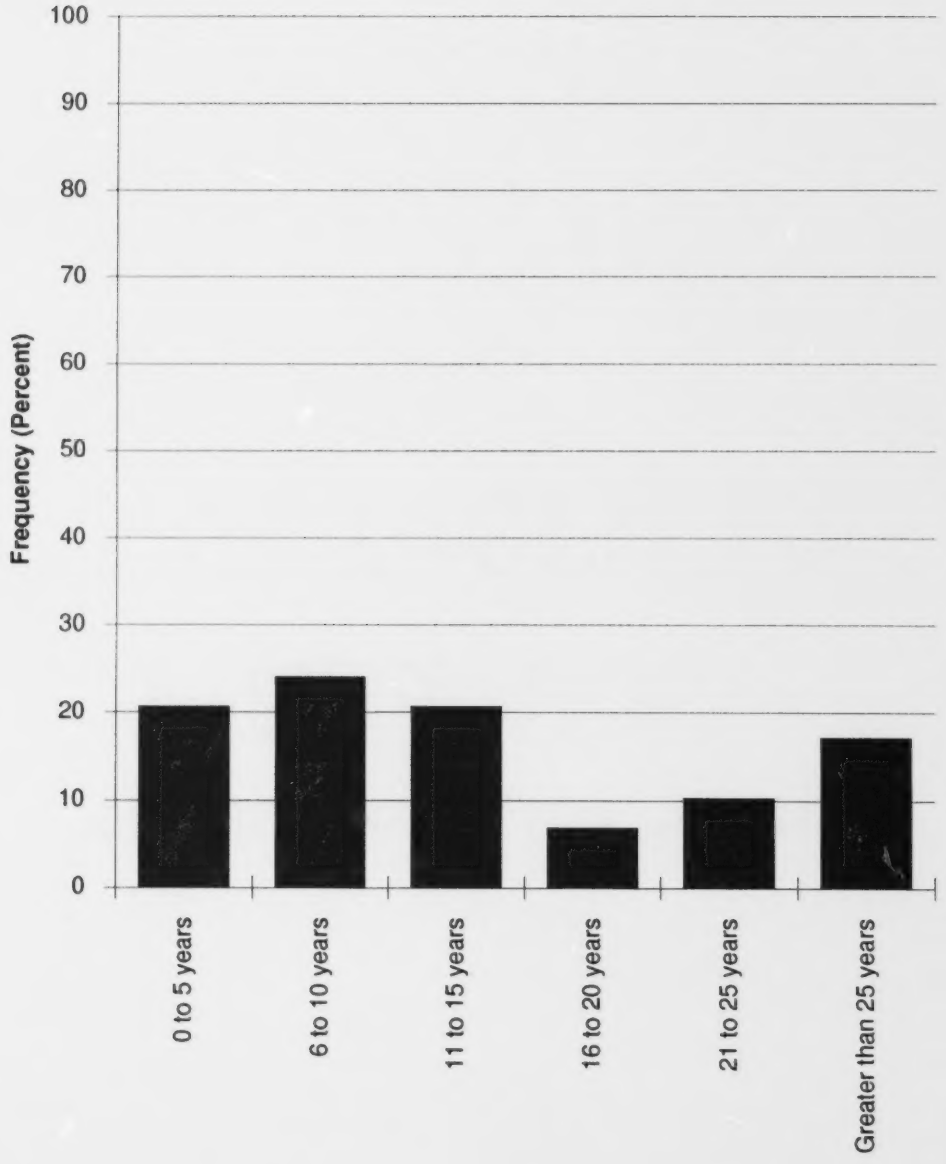


FIGURE 4-13

GENDER OF PARTICIPANT

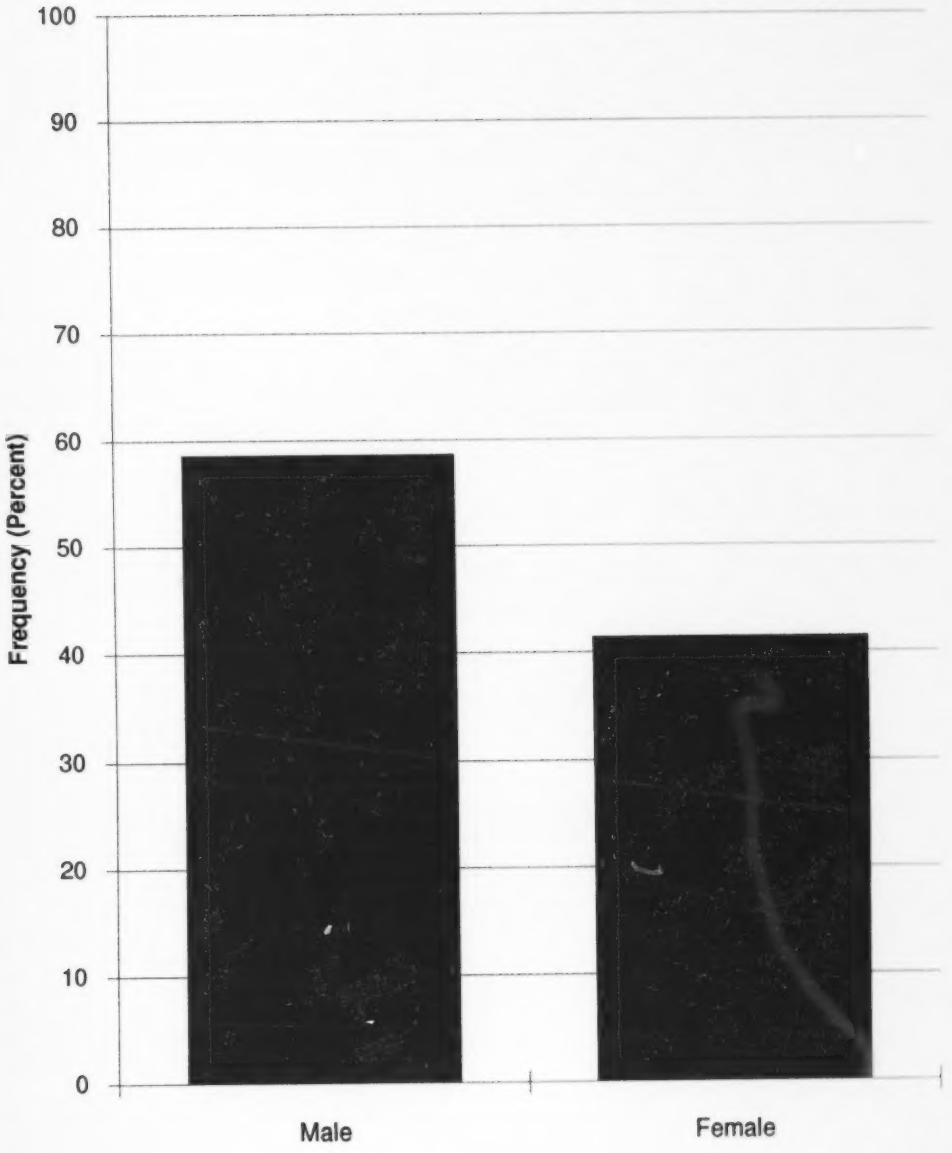
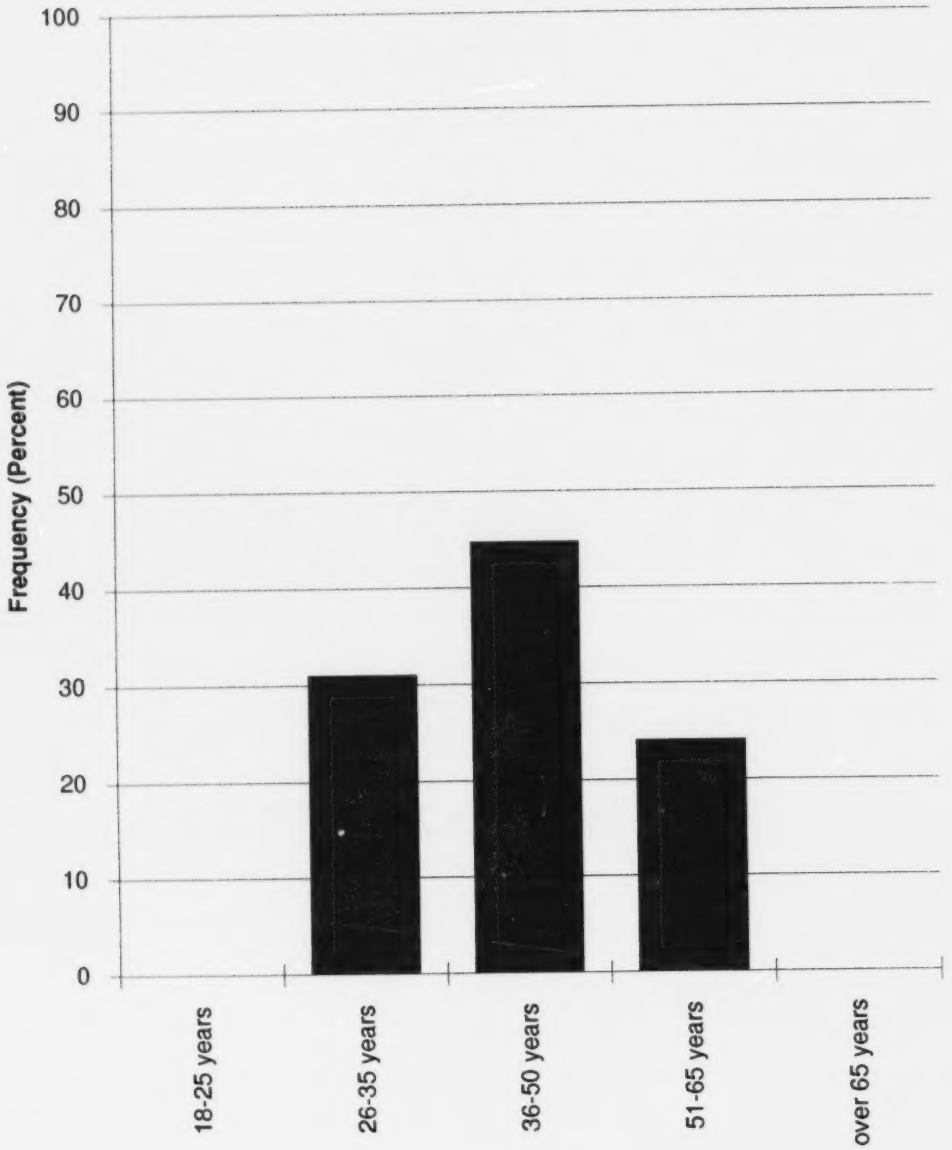


FIGURE 4-14

AGE GROUPS



Question 19 asked respondents to indicate their highest level of completed education. Figure 4-15 shows the respondents answer to this question. The majority of the respondents had either completed a technical/vocational program or had completed a university undergraduate program.

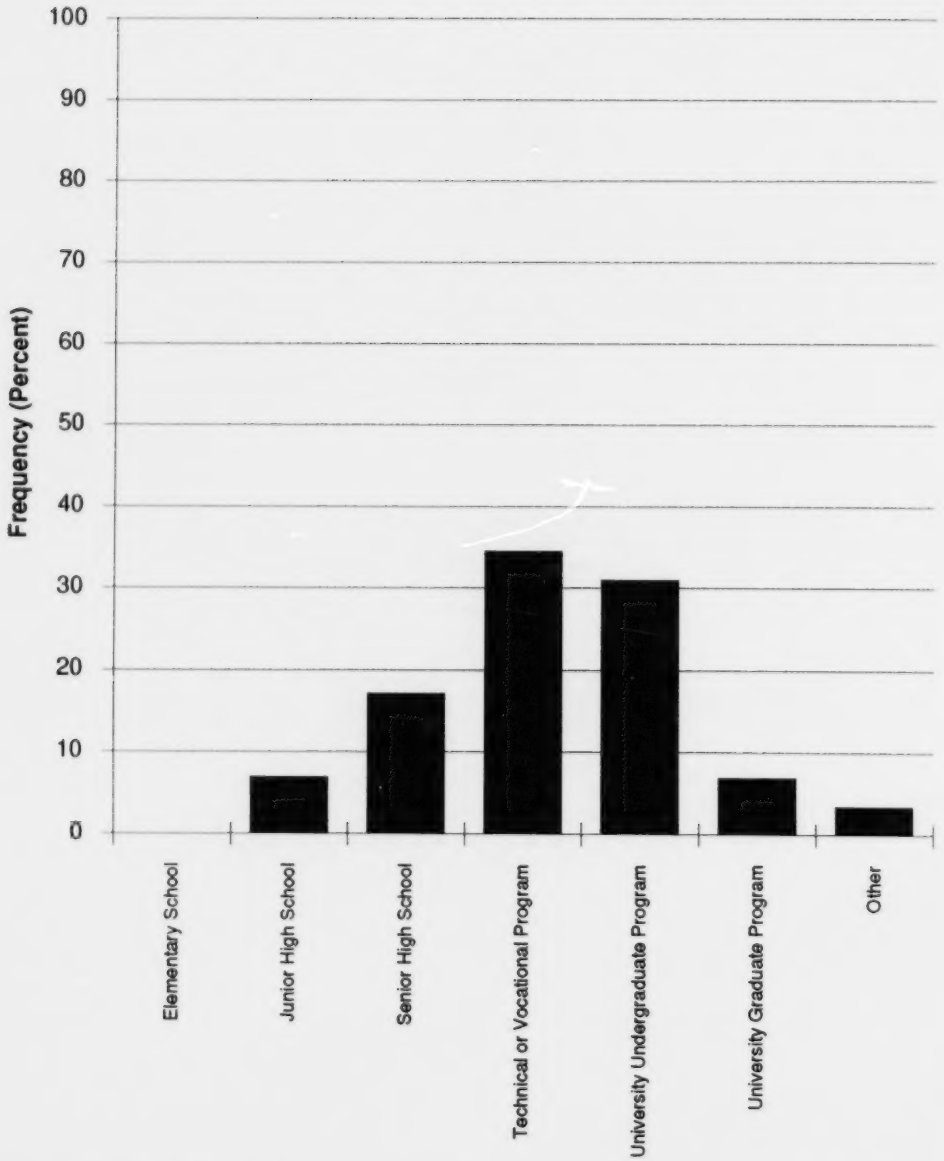
The Ross and Shillington study (1989: 8-9) found that "the majority of Canadian volunteers have only a high school education or less." The authors indicate that "the tendency to volunteer increases with the level of education, and almost one-half of university graduates volunteered in 1986/87."

The results indicated in Figure 4-16 were derived from question 20. The occupation categories that appear in the figure were derived from the Standard Occupational Classification, 1980 which was used in the 1984 Census of Canada. The percentage of participants that were employed in managerial, administrative and related occupations ranked first at 44.8 percent. Over forty percent of the respondents involved with special events had occupations that provided them with skills and experience that would be extremely useful in organizing and planning a special event. Individuals in this occupation would have obtained experience in such areas as administrative practices, personnel management and budgeting. These are all skills that would be transferable to planning and organizing any type of event. The frequency for service occupations and sales occupations received a much smaller response.

Duchesne (1989) states that 3.4 million Canadian volunteers were employed. The type of volunteer activity obtained from the national volunteer survey was cross referenced with the volunteers' occupation. The author (1989: 48) indicates that "six in ten employed volunteers worked for pay in clerical, managerial and administrative, service, sales, or teaching occupations." However, the distribution of volunteers by occupation differed somewhat between volunteer activity categories.

FIGURE 4-15

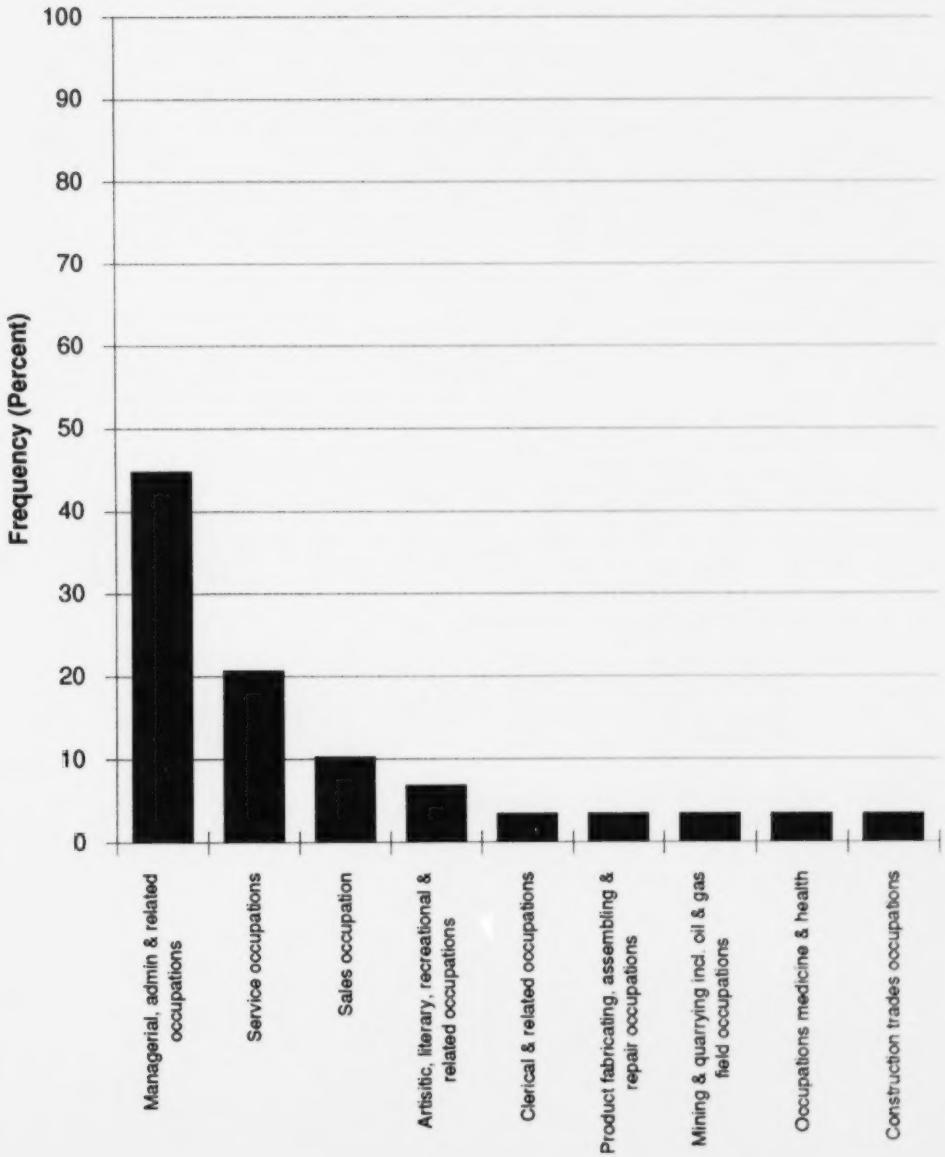
EDUCATION



Note: "Other" category includes Chartered Accountants Diploma.

FIGURE 4-16

OCCUPATION



This section presented the results of survey questions that were used to resolve subproblem 4. The next chapter examines the relationship between the information needs and the socio-demographic characteristics of event organizers. Questions 2, 17, 18, 19, and 20 were used to provide information that is used in the next chapter to analyze the results for subproblem 4.

CHAPTER 5

ANALYSIS

Introduction

This chapter presents the analysis of the results of the research as they pertain to the Red Deer event organizers. The chapter is organized into four sections. Each section examines one of the four subproblems using relevant results from the survey. Section one compares event organizers in Red Deer with volunteer organizers in Alberta. The second section examines the importance to the event organizers of various types of information needs using the parameters identified by Wilkinson. Section three examines the relationship between information needs and the organizers' experience in organizing special events. The final section examines the relationship between the information needs of the event organizer and the socio-demographic characteristics of the event organizers.

Subproblem 1: Volunteering

Subproblem 1: To compare event organizers in Red Deer with volunteer organizers in Alberta with respect to the kinds of groups they were involved with, their reasons for participation, and the type of training they have had.

The questions in the survey (see Appendix A) that pertained to this subproblem were 3, 4, 9 and 10. The responses to each of these questions will be compared to the response for the corresponding question from the 1988 General Recreation Survey undertaken by Alberta Recreation and Parks. Dunn (1989: 1) indicates that:

> The 1988 General Recreation Survey was the fifth survey conducted by Alberta Recreation and Parks to gather information about the leisure behaviour of Albertans. The questionnaire was mailed to a random sample of 7,669 Alberta households, resulting in 7,038 valid contacts. Questionnaires were returned by 4,044 households, representing a response rate of 57.5%.

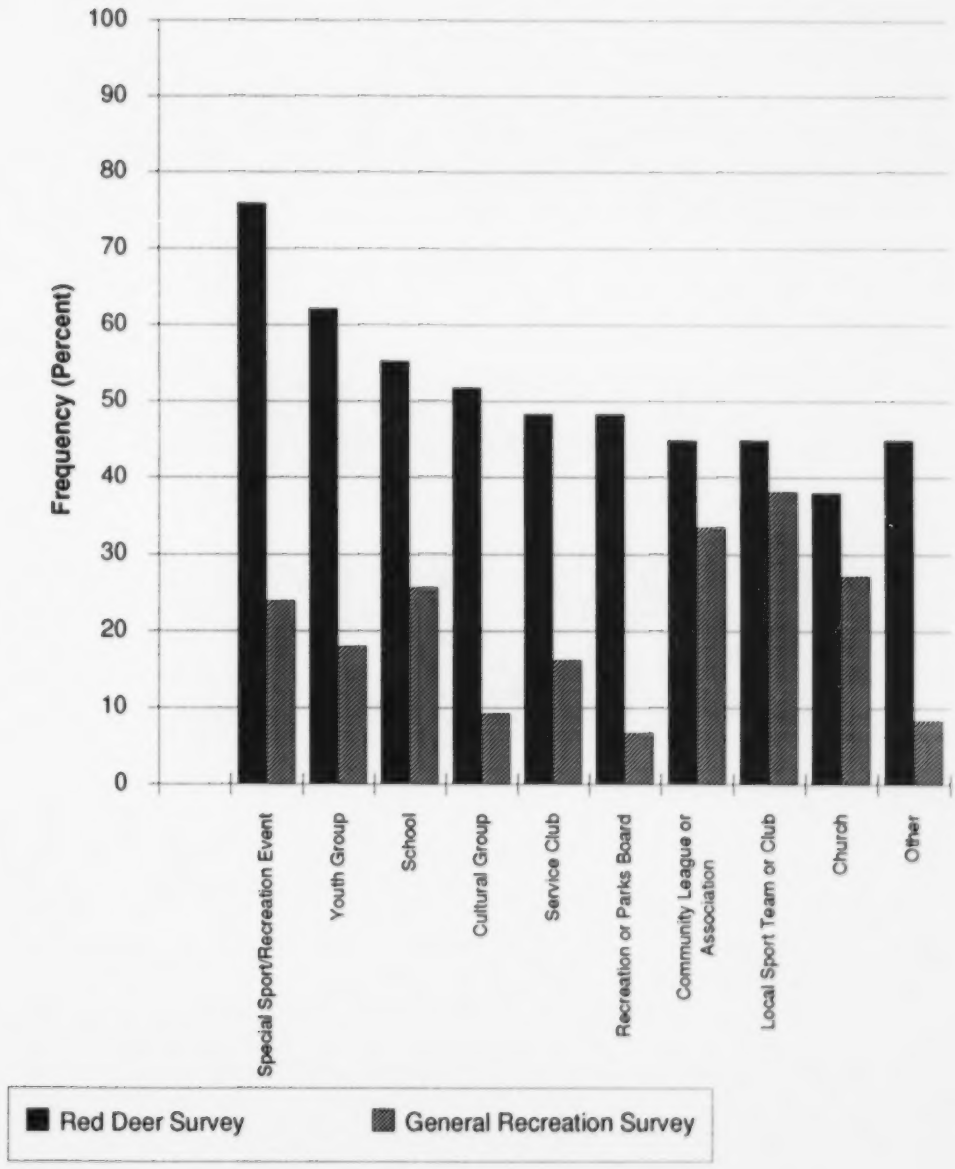
Of relevance to this study is the examination in the 1988 General Recreation Survey of Albertans participation in volunteer work, their motivations for participation, and their participation in various types of groups.

In question 3, respondents were asked to indicate the various types of groups with which they had worked. Figure 5-1 compares the results of the Red Deer Survey with the results of the General Recreation Survey.

The proportion of volunteers involved with each type of group is summarized in Figure 5-1. The results of the 1988 General Recreation Survey was used as a comparison in this analysis as it examined the leisure activities of Albertans, including their volunteer activities. The special sport/recreation event category consists of activities such as tournaments, Regional Games, and Olympic Games. The special sport/recreation event category may have received the highest percentage of involvement in Red Deer due to the fact that the Alberta Winter Games was staged in Red Deer during the previous winter. The majority of the respondents had some involvement either with the Games itself, or with the cultural festival which was an additional component put on by the community. Also as the survey sample was composed of individuals involved in organizing or managing a special event, it is not surprising that this category received the highest response. When respondents were asked to indicate the event that they were currently or most recently involved with (question 6 of the survey) the highest response was for the category festivals/carnivals/celebrations (27.6%), followed by exhibitions/shows, and sports (both at 17.2%). The response to this question reinforces the high response obtained for participation in the special sport/recreation event. The Department of the Secretary of State of Canada sponsored a survey conducted in October 1987 by Statistics Canada called the Survey of Volunteer Activity. The purpose of the survey was to fill in gaps in the information on volunteers in Canada. Ross and Shillington (1989: 11) study of the results of the survey of Canadian

FIGURE 5-1

PARTICIPATION IN VARIOUS TYPES OF VOLUNTEER GROUPS



volunteers provides information by respondents "about the kind of service provided by the organization through which they volunteered." The authors (1989: 11) indicate that:

> The second largest number of volunteers, 1.47 million, volunteered in the leisure, recreation and sports fields. Volunteers in these organizations maintained parks, playgrounds and arenas; sponsored festivals, fairs and agricultural exhibitions; participated in clubs for seniors, singles, square dancing, gardening, cycling, tennis, flying, photography and other things; assisted in special community events such as rodeos, marathons, the Canada Games, the Olympics; and refereed, coached and managed organized sports at the community level.

The General Recreation Survey reflects the national volunteer findings in that three of the top five responses for participation were for volunteers involved in leisure, recreation and sports organizations. For the General Recreation Survey, information was provided on volunteer participation by the regional location of the residence. Analysis was provided on the Red Deer region from a sample of 144 volunteers. The type of group involvement changed somewhat, with the frequency listed in the following order: local sport team/club (40.3 %); community league or association (29.2 %); school (28.5 %); special sport/recreation event (24.3 %); service club (22.2 %); and, church (24.8 %). The group that placed first and second (local sport team/club and community league or association) did not change between the sub-analysis of the General Recreation Survey and the analysis of the provincial sample. While the church category ranked third at the provincial level for volunteer involvement, it dropped to sixth in ranking in the analysis of the Red Deer region.

The high response in the Red Deer Survey for involvement in youth group and school participation is reflected in the study by Ross and Shillington (1989: 11) where they found that:

> The third largest field of volunteer activity is education and youth development, involving 1.29 million volunteers. This area includes such well known organizations as: Girl Guides, Boy Scouts, Cadets, 4-H and Boys and Girls Clubs, home and school associations, and university and college boards.

Unlike the Red Deer Survey, the General Recreation Survey is not as representative of the national survey of volunteers as the youth group and school participation in the General Recreation Survey ranked sixth and fourth respectively.

The General Recreation Survey does reflect the national survey in the frequency of responses for participation in church groups. In the General Recreation Survey participants ranked the church group third in frequency of participation. Ross and Shillington (1989: 11) indicated that "the largest number of volunteers, 1.56 million, worked with religious organizations in 1986/87." The Red Deer Survey indicated that this category had the lowest response.

As a whole, the respondents to the Red Deer Survey indicated that they were more involved in events than the respondents to the General Recreation Survey. One reason for this, may be the fact that the previous question in the General Recreation Survey asked respondents whether they had completed any volunteer work connected with recreation, sports or parks in the **past 12 months**. Even though the question used in the above comparison did not specify the past twelve months, respondents may have answered the question under this assumption. This may explain why the percentages were so much smaller in the General Recreation Survey than in the Red Deer Survey, where people were allowed to respond without a time limitation. Also, in the Red Deer Survey, the survey sample consisted of individuals that were involved with organizing events. An assumption could be made that these individuals were known to the members of the Red Deer Resource Committee because of their involvement in the community.

The Ross and Shillington study (1989) indicated that Alberta residents had the highest rate of volunteering of all the provinces in Canada, at 39.6 percent of the residents. The study indicated that there were 700,900 volunteers in Alberta over the age of fifteen years between November 1986 and October 1987, who provided 120.9 million hours of volunteer time. In comparison, the study indicated that 27 percent or 5.3 million Canadians volunteered 1.016 billion hours of their time to groups and organizations across the country.

The results of the 1988 General Recreation Survey and the Red Deer Survey compare favorably with the national study on volunteers in the high number of volunteers that worked for more than one organization or group. Ross and Shillington (1989: 7) indicate that "almost one-half of the 5.3 million volunteers worked for more than one organization. Overall, these volunteers filled 9.2 million different positions during the year." Duchesne (1989: 38) examined the same information collected by Statistics Canada and states that "over one-quarter volunteered for two organizations and one in seven were involved with three organizations. Only 7% (363,000) volunteered for four or more organizations." In the survey of Red Deer organizers, 96.6 percent of the respondents indicated they were involved with three or more organizations. The General Recreation Survey indicated that 57.8 percent of the respondents had worked with more than one group (Dunn, 1989).

Duchesne (1989: 38) indicates that gender "does not appear to strongly influence the number of organizations a person is involved with. On average, women volunteered for 1.9 organizations compared with 1.8 for men." Age, on the other hand, did appear to influence the number of organizations that an individual volunteered for. The study found that 2,608,000 volunteers between 25-44 years of age volunteered, with 1,312,000 of them volunteering for more than one organization. Out of 2,013,000 volunteers aged 45 and over, 1,098,000 volunteered

for more than one organization. The last age group, those 15-24 years of age, volunteered a total of 715,000 with 271,000 of them involved with more than one organization.

The results of this question on participation in various types of groups can be compared on the basis of gender and age. As the units of observation in the Red Deer Survey were provided by the Red Deer Resource Committee, there would be a tendency to have a higher representation of individuals with a high level of involvement in the community. In the General Recreation Survey, the highest male participation was in the local sport team/club category (47.1%) and female participation was highest in the church group (33.6%). In the Red Deer Survey, participation was highest for males in the special sport/recreation event (51.7%) and the participation was highest for females in the youth group (27.6%). The study completed by Multiculturalism and Citizenship Canada on volunteer activity in Canada (1989) indicates that men volunteered the most for sports and recreation (23 percent), religious organizations (14 percent), education and youth (12 percent), multi-domain (10 percent), and society and public benefit (9 percent). Women, in comparison, volunteer more for religious organizations (20 percent), education and youth development (16 percent), health (14 percent), sports and recreation (11 percent), and social services (10 percent).

As far as comparing response by age, the highest number of people in any age category (36-50 years) were involved with special sport/recreation event (45.5%). The age group, 26-35 years, responded the most to youth group, special sport/recreation event, and the other category, all at 20.7 percent. The last age group, the 51-65 years, were involved the most with two groups, the cultural group and the special sport/recreation event, at 20.7 percent. In the analysis of the Alberta data from the Canadian survey of volunteers, Faid (n.d.: 4) indicates that in Alberta "four out of every 10 volunteers indicated that they had given time to

fundraising or canvassing. A very similar number mentioned that they had either provided information, organized events, or supervised and co-ordinated activities." Faid indicates that "this ranking of activities follows the national pattern, although the numbers involved in the different activities is a little higher for both men and women in Alberta."

Another basis on which to compare the two studies was to examine the participation with place of residence. The General Recreation Survey compared the respondents participation to whether they were an urban or rural resident. The study found that rural residents participated more than urban residents, except in three categories. These were cultural group, recreation or parks board, and special sport/recreation event. The lower response for these three categories may be a reflection that there are more opportunities to participate in these activities in an urban environment. When respondents with urban residences were considered, both studies indicated the school category had the third highest response. Again, this may be due to the presence of children in the respondents household.

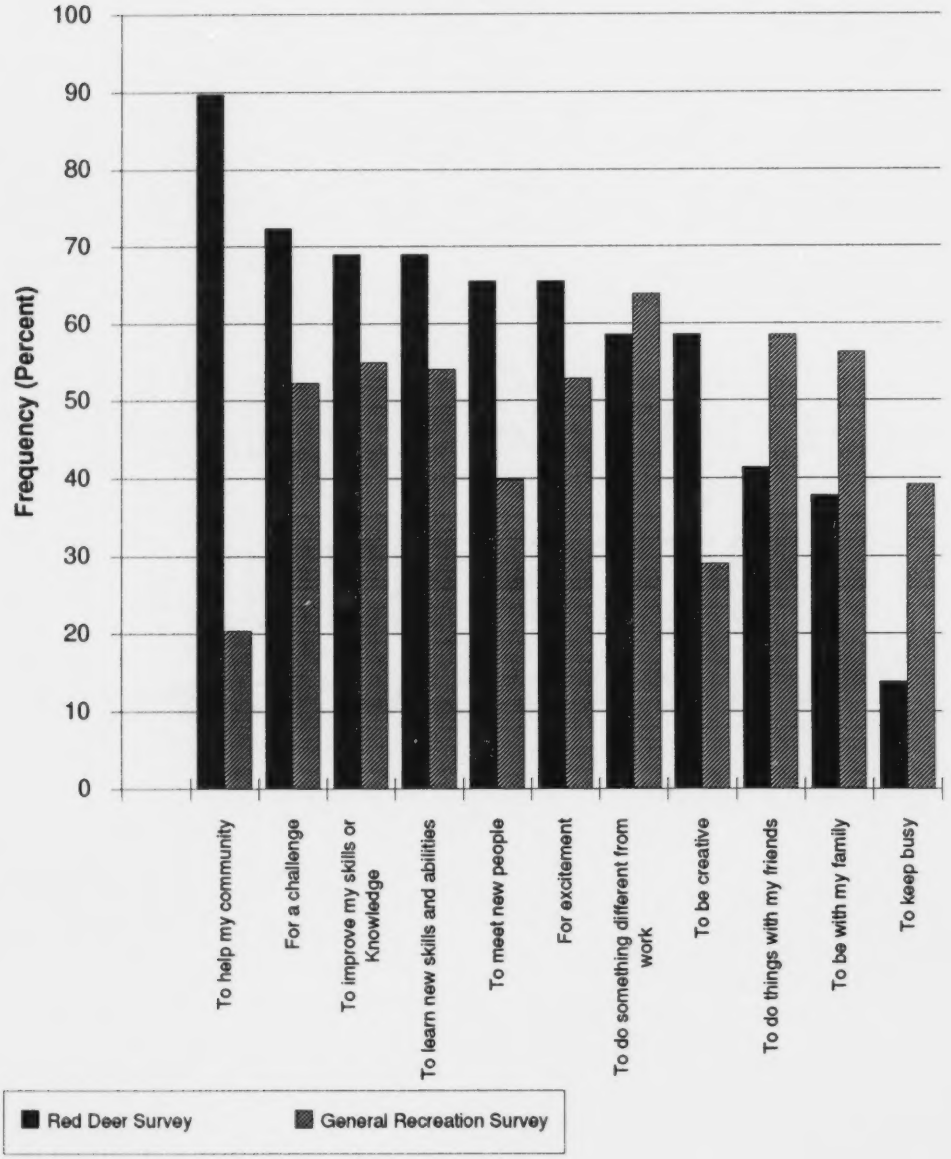
In comparing the two studies, it is important to note that in the General Recreation Survey, event organizers would have been part of the overall study of the people who had volunteered in the recreation, sports and parks sector. Therefore, it was not surprising to find that the two sets of respondents were dissimilar. Rather, as expected, most of the Red Deer respondents (more than three-quarters) were involved in special events. What is very surprising, however, is the extent to which Red Deer event organizers were involved in other volunteer activities. The Red Deer Survey indicated that over 96 percent of the respondents had been involved with 3 or more volunteer groups in the community (see Figure 4-2). Also, in the Red Deer Survey, the people that were involved in special events tended to volunteer for a number of other recreation related groups such as recreation or parks boards and community leagues or associations.

There are a number of implications of this finding. One is the fact that Red Deer has a high level of volunteerism. A survey, Volunteerism Survey, was completed in Red Deer during April, 1989 which reported that the 262 organizations contacted "estimated that the combined number of volunteers involved with their organization were 27,244." Although this number of volunteers appears to imply that almost half of the 54,839 people in the community of Red Deer volunteer, this would be incorrect. The particular survey did not establish from the respondents whether individuals actually volunteered for more than one organization and therefore the total number may consist of double counts. It would therefore be difficult to suggest that the respondents in the Red Deer Survey indicate a higher rate of involvement in different types of groups than was indicated by the respondents in the General Recreation Survey. Other implications of the results deal with the methodology of the research. The use of an interview survey may have provided higher levels of responses compared to the use of a mail survey as in the General Recreation Survey. The General Recreation Survey was conducted between March and July 1988. Questionnaires were mailed to 7,669 Alberta households and of this number 4,044 questionnaires were returned for a response rate of 57 percent. The results could also be explained by the fact that the survey sample consisted of individuals who were chosen by the Red Deer Event Resource Committee and therefore represents individuals that were known for their involvement with the community.

Question 4 also dealt with subproblem 1. The results of the comparison between the Red Deer Survey and the 1988 General Recreation Survey are presented in Figure 5-2. At this point in the discussion, it should be noted that there are some differences between the survey sample for the Red Deer Survey and the survey sample for the 1988 General Recreation Survey. Alberta Recreation and Parks, 1988 General Recreation Survey, had a random sample of 7,669 Alberta households whereas the Red Deer Survey consisted of a survey sample of 32 individuals chosen

FIGURE 5-2

RELATIVE IMPORTANCE OF MOTIVATIONS FOR PARTICIPATION



by the Red Deer Resource Committee for their involvement in special events. The 1988 General Recreation Survey had questionnaires returned by 4,044 households for a response rate of 57.5 percent, whereas the Red Deer Survey consisted of personal interviews with 29 individuals for a response rate of 90.6 percent. The 1988 General Recreation Survey consisted of individuals in all age categories, under 25 years of age to over 65 years of age. The majority of the respondents were in the following age categories: 25-34 years of age (29.6%); 35-44 years of age (22.7%); and, 45-64 years of age (24.4%). In the Red Deer Survey there were three age categories, which were as follows: 26-35 years of age (31.0%); 36-50 years of age (44.8%); and, 51-65 years of age (24.1 %). When comparing education of respondents, the 1988 General Recreation Survey indicated that the majority of their respondents had a senior high school education (33.0%), followed by education in a technical or vocational program (23.7%), or education in a university undergraduate program (15.3%). In the Red Deer Survey, respondents indicated that they had an education in a technical or vocational program (34.5%), followed by education in a university undergraduate program (31.0%), or a senior high school education (17.2%). This comparison between the two surveys should be taken into consideration when examining the analysis between the two surveys in this study.

Figure 5-2 provides the frequency for each of the eleven reasons that were adapted from the 1988 General Recreation Survey. Seven of eleven responses were higher in the Red Deer Survey than in the General Recreation Survey. Assumptions that can be made are as follows. Concerning the response "to help my community", in the General Recreation Survey the question addressed motivation for participation in recreation activities as opposed to the Red Deer Survey which examined motivation for participation in one specific activity - events. In the General Recreation Survey the motivation response of "to help my community" received the lowest frequency possibly due to the fact that the motivation for

participation could cover everything from personal fitness, involvement in social clubs, to assistance in the organizing of special events. In the Red Deer Survey the response of "to help my community" received the highest frequency possibly due to the event organizers seeing their involvement with events as a method of assisting their community by providing additional cultural/recreational activities for the citizens of Red Deer, by promoting the City through special events and bringing economic and social benefit to the community through the attraction of athletes/participants, spectators, officials, and volunteers.

The response "for a challenge" received a higher response from the respondents of the Red Deer Survey. The position of organizer for special events, whether it is a small one day event attracting 100 people or a ten day event attracting over ten thousand spectators, is very complex. It involves a myriad of tasks such as organizing, planning, setting timelines, delegating, recruiting, training, marketing, communication, and fund raising. Organizing a special event can definitely be considered a challenge for most people.

The response "to improve my skills or knowledge" and "to learn new skills and abilities" received a high rating in the Red Deer Survey. The organizers in Red Deer may perceive that by being involved with organizing events that they would possibly be developing new skills and abilities different from those used in their normal occupation. Organizing events may allow an organizer to develop new skills that would enhance their career by either allowing them to obtain promotions or providing them with exposure to skills that would allow them to change careers. Of the top five reasons in the comparison, both surveys indicated that the respondents were motivated to participate in an activity for the two responses mentioned above. This has implications for organizers to ensure that volunteer needs such as developing and improving skills and knowledge are incorporated into the individuals involvement in organizing special events. In order to facilitate this, organizers need

to develop job descriptions, goals and objectives for both the agency and the individual volunteer. During the interview process, organizers must assess the needs of the paid staff or volunteer involved with special events to determine the skills that the individual brings to the position as well as determining what skills the individual wants to develop and/or improve. This information can be obtained through screening and in-depth interviews and follow-up techniques. Working with the information obtained from assessing the individuals' abilities and needs, the event coordinator/manager can creatively design jobs to satisfy the identified needs. This tactic may possibly have an impact on reducing the number of individuals who volunteer for a position and then leave the position because the position does not meet the individuals expectations.

As indicated in Figure 5-2, the responses for "to meet new people" and "for excitement", placed fifth in the Red Deer Survey. Although both of these categories received over 65 percent frequency of response, they were not ranked higher possibly due to the fact that most of the organizers interviewed had been involved with events for a number of years and were the chief organizers of the event they were involved with. Therefore, they had, for the most part, a core group of people that assisted them with organizing the event so they were not meeting as many new people as when they initially got involved with their respective events. New people become involved with events but often people will volunteer or assist in organizing an event for a number of years. Examples of some of the reasons people leave an event are: through burnout from organizing an event over a number of years; and, from involvement or commitments to other areas of their life such as work, family or other activities or organizations. As far as the excitement response is concerned, individuals may initially be involved for the excitement of organizing an event but over time as they become familiar with the responsibilities and duties of their position, they may lose some of their excitement for the activity.

In the General Recreation Survey the response "to do something different from work" received the highest frequency. As stated earlier, the respondents to this survey were responding to questions of involvement in recreational activities. Therefore, it would appear normal that their involvement in recreational activities would be seen as something different from their work. In the Red Deer Survey, this response placed seventh possibly due to the fact that 24.1 percent of the respondents were involved with special events in a paid position.

Also in the General Recreation Survey, the responses "to do things with my friends" and "to be with my family" placed second and third respectively in the survey. Numerous recreational activities such as walking, cross country skiing, swimming, and camping can involve participation with various family members and/or friends. In the Red Deer Survey, organizers have less time to spend with friends and/or family unless these individuals are actually participating in the same event. Normally a lot of leisure time is involved with putting together an event and the planning can take a year or more. Therefore, the amount of leisure time available to be spent with friends or family is usually reduced due to time constraints through work demands and demands associated with organizing an event. Some of the respondents indicated during the interview that being involved with various groups caused them to spend more time away from and not with their family and friends.

The response "to keep busy" obtained the lowest frequency in the Red Deer Survey as most respondents indicated that they were busy enough without being involved with an event. These individuals had numerous other commitments that impacted on their leisure time. The response to this question may also relate back to the respondents desire to help their community. These individuals may have felt compelled to become involved with special events in order to assist their community

while realizing that this commitment would impact their leisure time and the amount of time they could spend with their friends and family.

Ross and Shillington (1989: 14) in their analysis of the national study on volunteer activity in Canada indicated:

> The primary motivation for volunteers is reaching out and helping their community, but in so doing they also fulfill many of their own unmet needs. ...
> When asked how important meeting people and companionship were to their volunteer activities, almost three-quarters (73 percent) said they were an important consideration. ...
> Two-thirds of volunteers consider learning new skills an important aspect of their volunteer work. ...
> When volunteers holding paid jobs were asked whether their volunteering had provided them with new skills they could apply directly to their jobs, almost one-half (47 percent) replied yes.

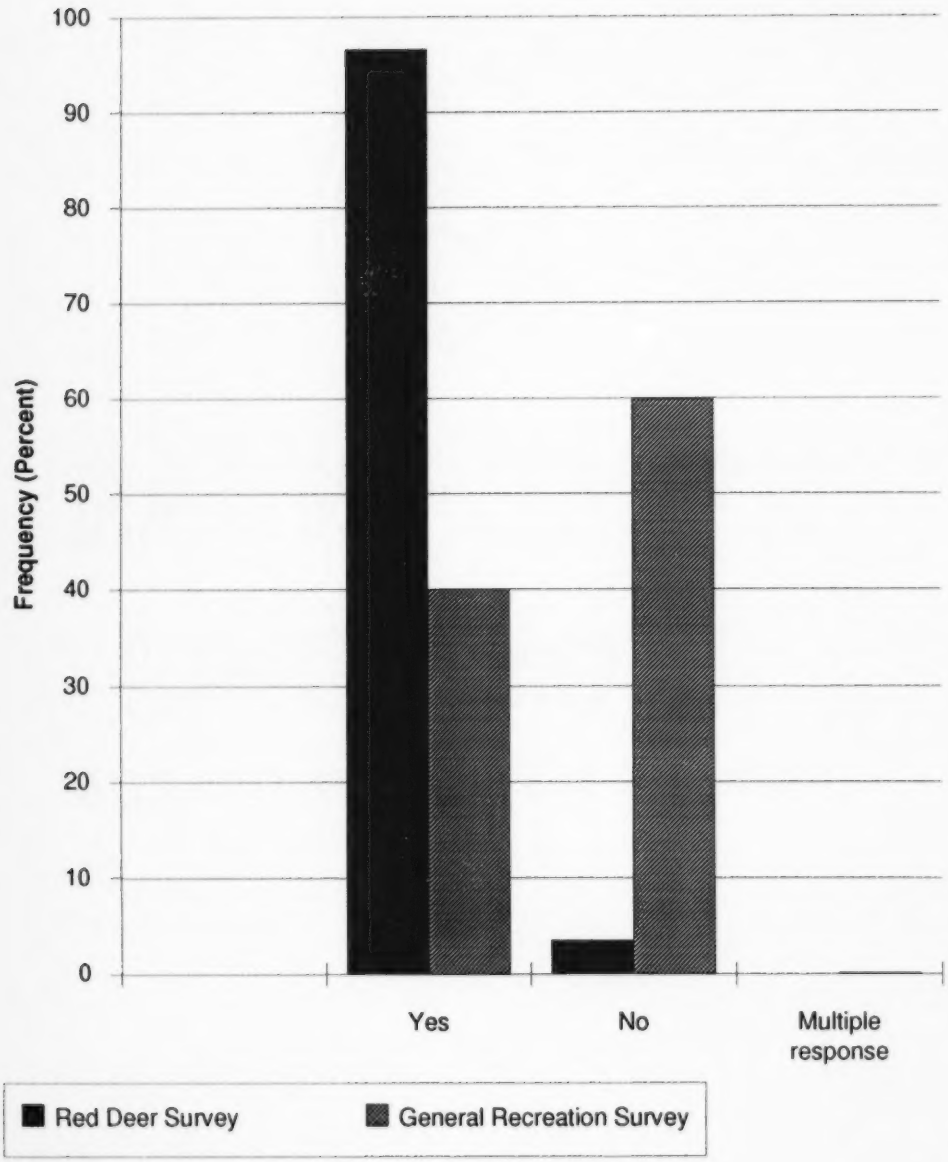
The Red Deer Survey reflects the high response received in the national volunteer survey for the response "to help my community." The "for a challenge" response in the Red Deer Survey can be related to the "feeling that one has accomplished something" which placed fourth in being very important to volunteers in the national survey.

Zenchuk (1989) provides the following information from the national survey of volunteer activity on the reasons or motivation for volunteering: helping others (93 percent); helping a cause one believes in (89 percent); feeling that one has accomplished something (87 percent); doing something one likes to do (87 percent); using one's own skills and experiences (79 percent); meeting people, companionship (75 percent); doing work that benefits one's own children, family or self (70 percent); and, learning new skills (66 percent).

Figure 5-3 shows the response from question 9 of the Red Deer Survey. This question asked the respondents whether they had any training or background/experience that had helped them in their involvement, with special events in the case of the Red Deer Survey and recreation, sport and park activities

FIGURE 5-3

TRAINING OR EXPERIENCE



in the General Recreation Survey. Only one respondent in the Red Deer Survey replied 'no' to this question. This contrasts with the General Recreation Survey where only 40.0 percent of the respondents had some training for their volunteer job. One of the reasons for the high 'yes' response in the Red Deer Survey is that the majority of respondents (96.6%) had been involved with events for more than five years. Of interest is the fact that 75.9 percent of the respondents had been involved with special events for ten or more years. Considering the years of involvement, the respondents would have had a greater opportunity to obtain various types of training and/or experience. Unfortunately, neither survey indicates whether the training was offered through the organization that the respondent was involved with. Some of the training may have occurred through the volunteer's own initiative. Course/workshops/seminars in such areas as communication, marketing, public relations, and budgeting are offered through various sources such as continuing education, volunteer action centres, and cultural boards.

Ross and Shillington (1989: 14) in their analysis of the national survey of volunteers state that:

> voluntary organizations are in many ways an active training ground, furnishing over two million training experiences in 1986/87. ... They also appear to do a good job of training, since almost three-quarters (71 percent) of the volunteers completing training thought they had received the proper training for their volunteer work.

The authors indicate that voluntary organizations provide training in six general areas: teaching inter-personal skills; communication skills; organizational and managerial skills; fund raising; issues; and, technical skills.

A study by Zenchuk (1989: 4) of the same national survey indicated that:

> The survey also showed that some volunteers are unhappy with the extent of the orientation given to new workers. Although 65% of respondents were satisfied with the orientation they received, a small number (12%) expressed some dissatisfaction in this area.

Zenchuk's study on volunteer activity also indicates that "sixty per cent of respondents said they received no training, but added that they did not need it. Twenty-four per cent said the amount of training they received was appropriate. But one in ten respondents (9%) felt they had been given too little training for their work."

The results of the comparison between the two studies on the type of training (question 10 in the Red Deer Survey) are presented in Figure 5-4. It shows that in both surveys, informal training ranked higher than formal training. It was not evident in either study whether this training was provided by the group or organization that the respondent was involved with. There is also no information available on what the respondents' motivations were for obtaining the training. This would be the type of information that would be of value to organizations to develop appropriate training resources and to be able to target the appropriate audience.

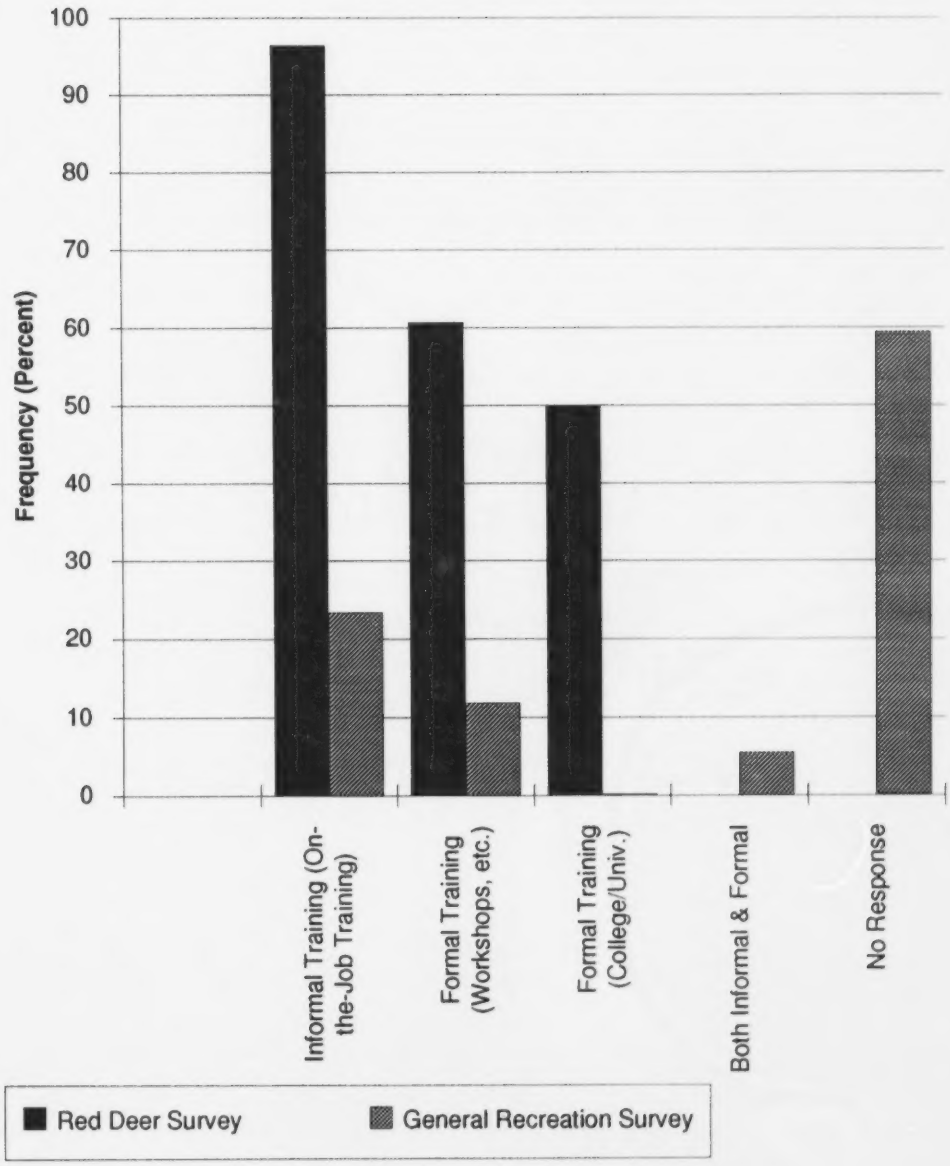
Alberta Recreation and Parks (1990: unpaginated) indicated in their publication "A Look at Leisure" that:

> The 1988 General Recreation Survey found that about 40% of volunteers in the recreation, sports, and parks sector had received some type of training.... This was mainly informal or on-the-job training. Only 17% had received any formal training or courses. Volunteers working with cultural groups, special sport or recreation events, and school groups were most likely to receive some form of training. Training was reported less often by volunteers working with community leagues/associations, service clubs, and local sports teams or clubs.

One of the problems with this comparison between the two studies is that the General Recreation Survey had a high "no response" category which ultimately affects the reliability of the training information. Approximately 60 percent of the respondents failed to provide information for this question. Another problem with the comparison is that when the General Recreation Survey indicated courses as an example of formal training, it did not specify what kind of courses it was referring to.

FIGURE 5-4

TYPE OF TRAINING



This lack of clarification may have confused some of the participants. In the formal training category above, the combination of the responses of the "workshops/seminars/skills program" and "college/university courses" categories from question 10 of the Red Deer Survey was reported. The workshops, seminars, skills category received a higher response than the college and university courses category possibly due to the accessibility of workshops through various organizations in the community and throughout the province.

Ross and Shillington (1989: 16) indicates that:

> When volunteers first join an organization, a period of orientation is frequently required, and where this is the case, 84 percent of volunteers were satisfied with the orientation provided. Volunteers also want to be kept abreast of what is going on in the organization and to have a say in how the organization is run. These desires were satisfied 88 percent and 89 percent of the time respectively. Finally, volunteers were asked if they were satisfied with the commitment and participation of their fellow volunteers, and 82 percent expressed satisfaction.

A comparison of the socio-demographic characteristics of the respondents of the two surveys was completed. The data used from the General Recreation Survey was information obtained from respondents who had indicated that they had volunteered in the recreation, sports, and parks sector (36.6% of the sample). When comparing age, respondents in the Red Deer Survey were between the ages of 26 and 65, with the highest number of respondents in the 36-50 age category. In the General Recreation Survey, responses were obtained from a broader age grouping, from under 25 to over 65. The broader range can be explained by the fact that the General Recreation Survey had requested that the individual in the household who completed the questionnaire be the adult who was going to have the next birthday. The highest response was obtained for the 35 to 44 age group at 45.1 percent. The second highest response was obtained from respondents 45 to 64 years of age. Both studies found that the most active people involved with helping in the community

were individuals in the mid-adult years. The General Recreation Survey obtained the same results as the Red Deer Survey in that the lowest proportion of individuals were in the under 25 age category and over 65 age category. It would be interesting to obtain information from individuals in these two age categories as to why they do not get involved in the community as a volunteer and what are their reasons for not volunteering as much. Individuals in the baby boom sector of the population are now in the mid-adult years and it is important to ensure that their needs are satisfied through volunteering. Their motivations for volunteering should be monitored as they mature so that volunteer positions and responsibilities can be adapted in order to allow for these adults to continue to volunteer after they retire.

When examining gender in the General Recreation Survey, 37.1 percent of the respondents were male and 36.1 percent were female. In the Red Deer Survey, 58.6 percent of the respondents were male and 41.4 percent were female. Both surveys received a higher response from males than females.

When comparing education among respondents in both studies, it was found that the majority of the people involved were well educated. The General Recreation Survey found that the incidence of volunteering increased as the education level increased. In the Red Deer Survey, over 72 percent of the respondents had technical/vocational training or university education.

The analysis of the results used to resolve subproblem 1 indicate that it was worthwhile to compare the results of the Red Deer Survey with the results of the 1988 General Recreation Survey. The comparison showed that there was a similarity between the studies in the type of training received by the respondents. As well as there was a similarity in the responses dealing with the respondents reasons for participation. The socio-demographic criteria used for comparison indicated that the respondents in the two surveys were similar in age, gender, and education.

Subproblem 2: Information Needs

Subproblem 2: To determine the relative importance of various types of information needs to these event organizers using the parameters identified by Wilkinson.

Questions 14 and 16 were used to address this subproblem. The following figure discusses the results from question 14.

Figure 5-5 shows the information needs as indicated in the results of question 14. The area of Wilkinson's framework which received the highest response was the section on public relations and marketing. In Figure 5-5, of the top seventeen categories, five categories were listed in the public relations and marketing section: advertising (89.3%), media and public relations (89.3%), sponsorship (85.7%), promotions (82.1%), and cooperative marketing (71.4%). Categories from the administration section included: organizational structure (75.0%), finance/budget (75.0%) and grants (78.6%).

The figure includes communications (92.9%), equipment and facilities (75.0%), accreditation (71.4%), and signage (71.4%) from Wilkinson's section on operations. From the hospitality section the following two categories appear in the top seventeen: competitor and spectator services (75.0%) and hospitality and entertainment (78.6%). The final section from Wilkinson's framework is the section on technical services which included scheduling (82.1%), facilities (78.6%), and personnel (71.4%). There were no categories from the section on special services/policies in the top seventeen.

The results from the survey indicated that the respondents wanted more information especially in the area of public relations and marketing. The categories that they specifically wanted information on were advertising, public relations, sponsorship, and promotions. This would be of interest to different government

FIGURE 5-5

INFORMATION FOR ORGANIZING SPECIAL EVENTS

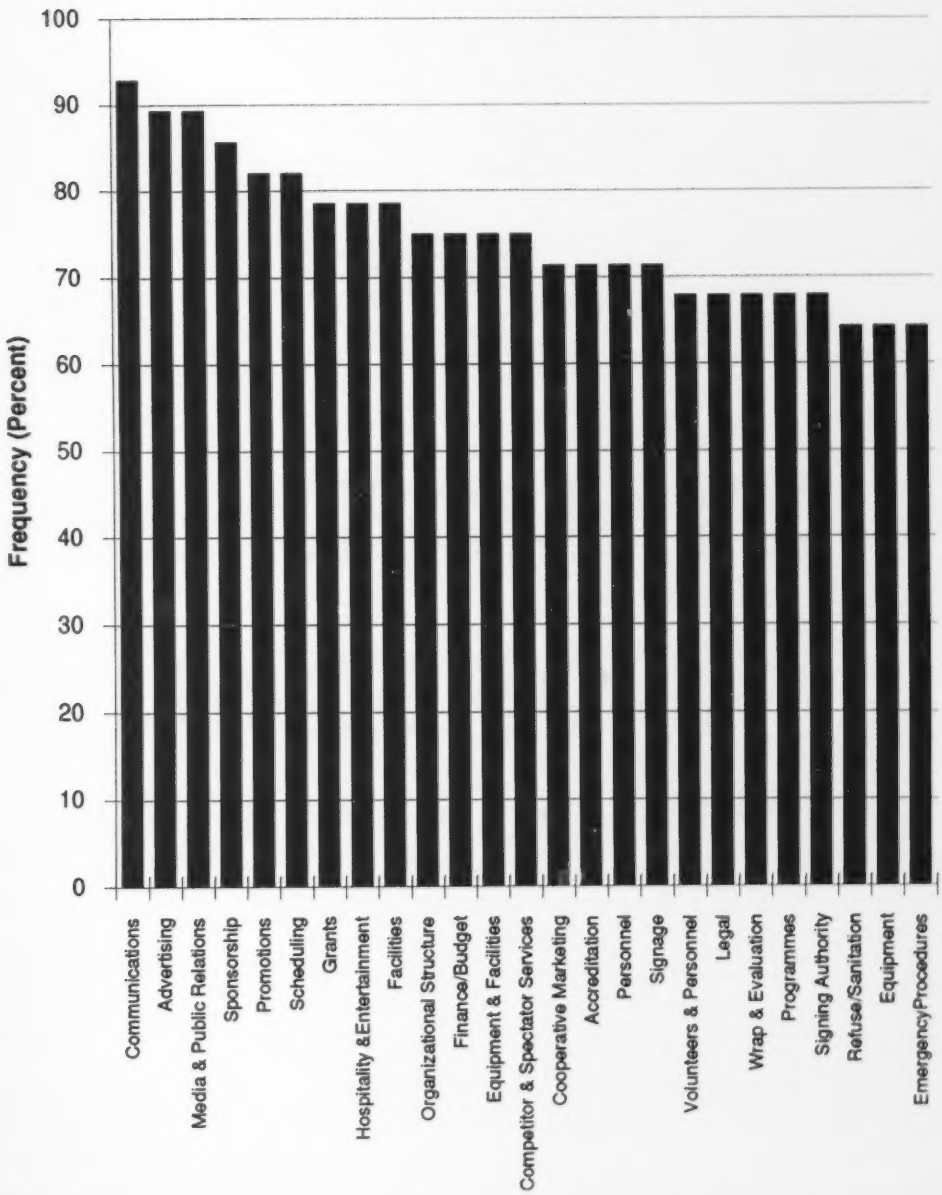
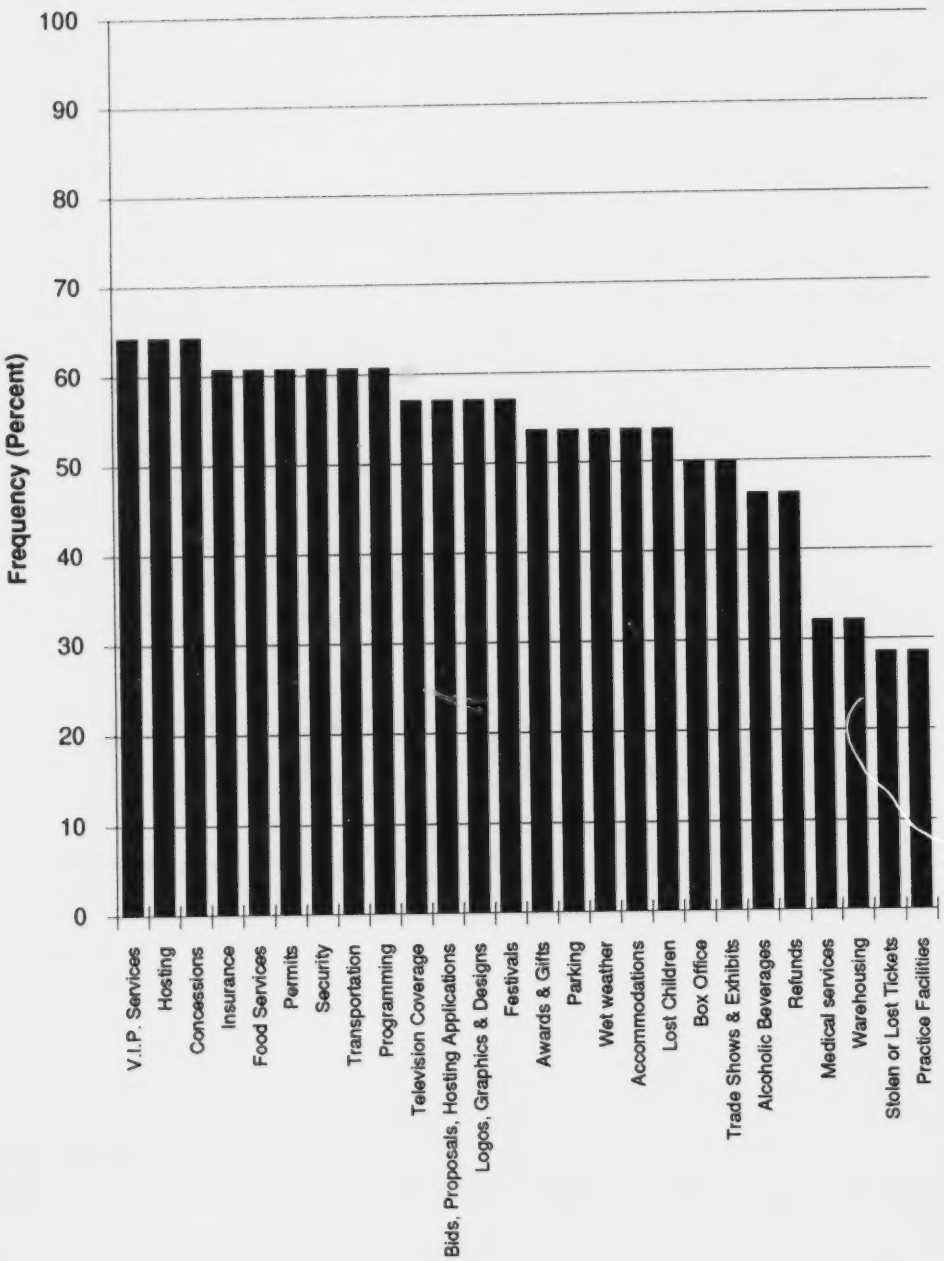


FIGURE 5-5 (Continued)

INFORMATION FOR ORGANIZING SPECIAL EVENTS



departments and the private sector in that it indicates the types of information that should be provided to event organizers.

The next question was also used to provide data for subproblem 2. Question 16 asked the respondents, how they would like the information in question 14 presented to them, i.e. the format of the information (see Table 5-6). The format which ranked first and second for each information category is presented in the table.

Even though the format which consistently received the top ranking was the manual, it had a frequency of response which was under 50 percent. The pamphlet was chosen first for competitor and spectator services and it was chosen as the second choice for communications, grants, organizational structure, and finance/budget. Networking was the second choice for the categories of media and public relations, sponsorship, grants, facilities, and organizational structure. The workshop was chosen as the second choice in the following categories: promotions, hospitality and entertainment, organizational structure and the checklist. Audiovisual was indicated as the second choice for the advertising category.

In the development of resources to assist event organizers, the various types of medium chosen by the respondents indicates that different formats need to be used to present the information. The respondents indicated that they wanted the information in not just one format but in an assortment of different formats. For example, in the public relations and marketing section, respondents indicated that they wanted something written as a reference as well as verbal communication (i.e.. audiovisual resources, networking, and workshops).

The two questions used to resolve subproblem 2 were questions 14 and 16. The results from these questions indicated that event organizers need information especially in the area of public relations and marketing, to assist them in organizing events.

TABLE 5-6
FORMAT OF INFORMATION FOR ORGANIZING SPECIAL EVENTS

Category	Format Chosen First	Frequency (%)	Second	Frequency (%)
Communications	Manual	38.5	Pamphlet, Checklist	15.4
Advertising	Manual	28.0	Audiovisual	20.0
Media & Public Relations	Manual	28.0	Networking	24.0
Sponsorship	Manual	33.3	Networking	25.0
Promotions	Manual	34.8	Workshop	21.7
Scheduling	Manual	47.8	Checklist	21.7
Grants	Manual	36.4	Pamphlet, Networking	18.2
Hospitality & Entertainment	Manual	36.4	Workshop, Checklist	13.6
Facilities	Manual	31.8	Networking	22.7
Organizational Structure	Manual	33.3	Pamphlet, Workshop, Networking	14.3
Finance/Budget	Manual	38.1	Pamphlet	23.8
Equipment & Facilities	Manual	38.1	Checklist	19.1
Competitor & Spectator Services	Manual, Pamphlet	23.8		
Cooperative Marketing	Manual	30.0	Networking	25.0
Accreditation	Manual	50.0	Pamphlet, Checklist	15.0
Personnel	Manual	35.0	Networking	25.0
Signage	Manual, Pamphlet, Checklist	20.0		
Volunteers & Personnel	Manual	31.6	Networking	26.3
Legal	Manual	47.4	Pamphlet, Networking	15.8
Wrap-up & Evaluation	Manual, Checklist	36.8		
Programmes	Manual	31.6	Workshop, Checklist	15.8
Signing Authority	Manual	47.4	Workshop, Checklist	15.8
Refuse/Sanitation	Manual	33.3	Networking	22.2
Equipment	Manual	38.9	Networking	27.8
Emergency Procedures	Manual	44.4	Checklist	27.8

TABLE 5-6 (Continued)

Category	Format Chosen First	Frequency (%)	Second	Frequency (%)
V.I.P. Services	Manual	50.0	Checklist, Networking	16.7
Hosting	Manual	38.9	Networking	22.2
Concessions	Manual	27.8	Pamphlet, Checklist	22.2
Insurance	Manual	41.2	Pamphlet	17.7
Food Services	Manual	29.4	Pamphlet, Checklist, Networking	17.7
Permits	Manual, Checklist	29.4		
Security	Manual	35.3	Checklist	23.5
Transportation	Manual	35.3	Pamphlet	23.5
Programming	Manual	52.9	Networking	17.7
Television	Manual, Networking	25.0		
Bids, Proposals, Hosting Applications	Manual	73.3	Checklist	13.3
Logos, Graphics & Designs	Manual	40.0	Pamphlet	26.7
Festivals	Manual	37.5	Networking	18.8
Awards & Gifts	Manual	33.3	Checklist, Networking	20.0
Parking	Manual	40.0	Pamphlet, Checklist, Networking	13.3
Wet Weather	Manual	26.7	Checklist	20.0
Accommodations	Networking	26.7	Manual, Pamphlet, Checklist	20.0
Lost Children	Manual	53.3	Workshop, Checklist	13.3
Box Office	Manual	42.9	Pamphlet	21.4
Trade Shows & Exhibits	Manual	50.0	Pamphlet, Workshop	14.3
Alcoholic Beverages	Manual, Pamphlet	30.8		
Refunds	Manual	46.2	Pamphlet, Checklist	15.4
Medical Services	Manual	44.4	On-the-job Training, Checklist	22.2
Warehousing	On-the-job Training, Manual, Checklist	22.2		
Stolen or Lost Tickets	Manual	37.5	Checklist	25.0
Practice Facilities	Manual	50.0	On-the-job Training, College Course, Checklist, Networking	12.5

Subproblem 3: Information and Involvement

Subproblem 3: To determine the extent to which these information needs are related to the organizers' previous and current involvement in organizing special events.

The questions from the survey that were used to solve this subproblem were 1,5, 6, 7, 8, and 14.

Question 1 asked the respondent how long they have been involved in special events. It was expected that individuals that were involved with events for a longer period of time would require less information. Given the lack of variation between the results of question 1 and question 14, this variable will not be analyzed further. Only one individual had been involved with events for under 5 years. The remainder of the respondents had been involved with events for longer than 5 years, therefore, comparison of the two questions would not provide any valid information. If the sample had been larger, the number of individuals with less than 5 years of involvement may have been greater. The large number of individuals that had more than 5 years of involvement with special events indicates that the survey sample provided by the Red Deer Resource Committee consisted of individuals that were known to the committee because of their involvement in organizing special events. The Red Deer Survey found that 32.1 percent of the respondents had been involved with events for more than 15 years.

The next question to be examined in resolving this subproblem was question 5. It asked the respondents whether their involvement with special events was as a paid position or a volunteer position. It was expected that an individual involved in a paid position would have different information requirements than an individual in a volunteer position. Table 5-7 shows the relationship between the information needs and whether the event organizer held a paid position or a volunteer position. The figure shows organizers in paid position indicated a higher frequency for

TABLE 5-7
VARIATIONS IN INFORMATION NEEDS ASSOCIATED PAID OR VOLUNTEER POSITIONS

Information	Paid Position (n=7) (%)	Volunteer Position (n=21) (%)	Total Number (n=28) (%)
Communications	100.0	90.5	92.9
Advertising	100.0	85.7	89.3
Media & Public Relations	85.7	90.5	89.3
Sponsorship	100.0	81.0	85.7
Promotions	85.7	81.0	82.1
Scheduling	100.0	76.2	82.1
Grants	85.7	76.2	78.6
Hospitality & Entertainment	71.4	81.0	78.6
Facilities	85.7	76.2	78.6
Organizational Structure	71.4	76.2	75.0
Finance/Budget	71.4	76.2	75.0
Equipment & Facilities	85.7	71.4	75.0
Competitor & Spectator Services	57.1	81.0	75.0
Cooperative Marketing	85.7	66.7	71.4
Accreditation	100.0	61.9	71.4
Personnel	71.4	71.4	71.4
Signage	85.7	66.7	71.4
Volunteers & Personnel	71.4	76.2	67.9
Legal	85.7	61.9	67.9
Wrap-up & Evaluation	57.1	71.4	67.9
Programmes	100.0	57.1	67.9
Signing Authority	71.4	66.7	67.9
Refuse/Sanitation	85.7	57.1	64.3
Equipment	85.7	57.1	64.3
Emergency Procedures	85.7	57.1	64.3
V.I.P. Services	71.4	61.9	64.3
Hosting	57.1	66.7	64.3
Concessions	100.0	52.4	64.3
Insurance	85.7	52.4	60.7
Food Services	42.9	66.7	60.7
Permits	85.7	52.4	60.7
Security	100.0	47.6	60.7
Transportation	85.7	52.4	60.7
Programming	100.0	57.1	60.7
Television	85.7	47.6	57.1
Bids, Proposals, Hosting Applications	71.4	52.4	57.1
Logos, Graphics & Designs	57.1	57.1	57.1
Festivals	71.4	52.4	57.1
Awards & Gifts	42.9	57.1	53.6
Parking	71.4	47.6	53.6

TABLE 5-7 (Continued)

Information	Paid Position (n=7) (%)	Volunteer Position (n=21) (%)	Total Number (n=28) (%)
Wet Weather	85.7	42.9	53.6
Accommodations	71.4	47.6	53.6
Lost Children	85.7	42.9	53.6
Box Office	42.9	52.4	50.0
Trade Shows & Exhibits	71.4	42.9	50.0
Alcoholic Beverages	57.1	42.9	46.4
Refunds	71.4	38.1	46.4
Medical Services	57.1	23.8	32.1
Warehousing	57.1	23.8	32.1
Stolen or Lost Tickets	28.6	28.6	28.6
Practice Facilities	71.4	14.3	28.6

Note: Analysis on 28 respondents as one respondent indicated no need for information.

information than individuals in volunteer positions for the following categories: communication, advertising, sponsorship, promotions, scheduling, grants, facilities, and equipment and facilities. The respondents that were in a volunteer position indicated a higher frequency for information on hospitality and entertainment, and competitor and spectator services. The results indicate that respondents in paid positions had identified numerous areas where they wanted to obtain additional information. The high frequency of response by the paid respondents may be due to the fact that all the paid respondents were responsible for the complete planning and development of events. An assumption could be that responsibility is given to a single paid employee whereas volunteers have more shared responsibility when organizing special events. The response to this question indicates that the information needs of an individual in a paid or volunteer position are different due to the paid respondents being responsible for all aspects of organizing an event.

The next question that pertains to subproblem 3 was question 6. Respondents were asked to indicate the type of event that they were most recently involved with or currently involved with. It was expected that information needs would be different depending on the type of event the respondent was involved with. Table 5-8 indicates the relationship between information needs and the type of event.

As a factor of the small sample size and the number of various events, the figure shows that no relationship exists between information needs and the type of event. All the different types of events shared the need for information on various aspects of organizing a special event, such as promotions and communications. The findings suggest that events have characteristics that are common to all events, irrespective of their specific scale or theme.

The next survey question that pertained to subproblem 3 was question 7. Respondents were asked what their involvement was in their most recent event. It was expected that respondents that were involved in a higher level position would

TABLE 5-8
VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH TYPE OF EVENT

Information	Historic Sites/ Museum (n=3) (%)	Performing Arts (n=1) (%)	Festivals/ Carnivals/ Celebrations (n=7) (%)	Exhibitions/ Shows (n=5) (%)	Fairs (n=3) (%)	Sports (n=5) (%)	Other (n=4) (%)	Total Number (n=28) (%)
Communications	100.0	100.0	100.0	100.0	66.7	80.0	100.0	92.9
Advertising	100.0	0.0	100.0	100.0	100.0	80.0	75.0	89.3
Media & Public Relations	100.0	0.0	85.7	100.0	100.0	80.0	100.0	89.3
Sponsorship	66.7	0.0	100.0	100.0	100.0	80.0	75.0	85.7
Promotions	66.7	0.0	71.4	100.0	100.0	80.0	100.0	82.1
Scheduling	100.0	100.0	85.7	100.0	66.7	40.0	100.0	82.1
Grants	66.7	100.0	85.7	100.0	33.3	60.0	100.0	78.6
Hospitality & Entertainment	100.0	100.0	85.7	100.0	66.7	60.0	50.0	78.6
Facilities	100.0	100.0	71.4	100.0	66.7	40.0	100.0	78.6
Organizational Structure	100.0	100.0	71.4	100.0	66.7	20.0	100.0	75.0
Finance/Budget	100.0	100.0	85.7	100.0	33.3	40.0	75.0	75.0
Equipment & Facilities	100.0	100.0	71.4	60.0	66.7	60.0	100.0	75.0
Competitor & Spectator Services	100.0	0.0	71.4	100.0	66.7	60.0	75.0	75.0
Cooperative Marketing	100.0	0.0	71.4	80.0	100.0	60.0	50.0	71.4
Accreditation	100.0	100.0	57.1	80.0	100.0	20.0	100.0	71.4
Personnel	100.0	100.0	71.4	80.0	33.3	40.0	100.0	71.4
Signage	100.0	100.0	42.9	80.0	100.0	60.0	75.0	71.4
Volunteers & Personnel	100.0	100.0	85.7	40.0	33.3	40.0	100.0	67.9
Legal	66.7	0.0	71.4	80.0	66.7	80.0	50.0	67.9
Wrap-up & Evaluation	100.0	100.0	71.4	80.0	33.3	40.0	75.0	67.9
Programmes	100.0	100.0	71.4	60.0	66.7	40.0	75.0	67.9
Signing Authority	100.0	100.0	85.7	80.0	33.3	20.0	75.0	67.9
Refuse/Sanitation	100.0	100.0	71.4	80.0	33.3	60.0	25.0	64.3

TABLE 5-8 (Continued)

Information	Historic Sites/ Museum (n=3) (%)	Performing Arts (n=1) (%)	Festivals/ Carnivals/ Celebrations (n=7) (%)	Exhibitions/ Shows (n=5) (%)	Fairs (n=3) (%)	Sports (n=5) (%)	Other (n=4) (%)	Total Number (n=28) (%)
Equipment	100.0	100.0	71.4	60.0	33.3	40.0	75.0	64.3
Emergency Procedures	100.0	100.0	57.1	80.0	33.3	60.0	50.0	64.3
V.I.P. Services	100.0	100.0	85.7	40.0	33.3	60.0	50.0	64.3
Hosting	100.0	100.0	57.1	100.0	33.3	40.0	50.0	64.3
Concessions	100.0	100.0	85.7	60.0	33.3	40.0	50.0	64.3
Insurance	33.3	100.0	57.1	60.0	66.7	60.0	75.0	60.7
Food Services	100.0	100.0	14.3	80.0	33.3	60.0	100.0	60.7
Permits	100.0	0.0	42.9	80.0	33.3	60.0	75.0	60.7
Security	100.0	100.0	71.4	60.0	33.3	60.0	25.0	60.7
Transportation	100.0	100.0	71.4	60.0	66.7	40.0	25.0	60.7
Programming	100.0	100.0	57.1	60.0	33.3	40.0	75.0	60.7
Television	100.0	100.0	57.1	60.0	66.7	20.0	50.0	57.1
Bids, Proposals, Hosting Applications	100.0	0.0	71.4	60.0	33.3	40.0	50.0	57.1
Logos, Graphics & Designs	100.0	0.0	42.9	60.0	66.7	60.0	50.0	57.1
Festivals	100.0	100.0	71.4	60.0	33.3	20.0	50.0	57.1
Awards & Gifts	100.0	100.0	57.1	80.0	0.0	20.0	50.0	53.6
Parking	100.0	100.0	57.1	60.0	66.7	0.0	50.0	53.6
Wet Weather	100.0	0.0	71.4	60.0	33.3	40.0	25.0	53.6
Accommodations	100.0	0.0	42.9	80.0	66.7	40.0	25.0	53.6
Lost Children	100.0	0.0	57.1	60.0	33.3	40.0	50.0	53.6
Box Office	100.0	0.0	14.3	60.0	66.7	40.0	75.0	50.0
Trade Shows & Exhibits	66.7	0.0	57.1	60.0	33.3	40.0	50.0	50.0
Alcoholic Beverages	66.7	0.0	42.9	60.0	66.7	40.0	25.0	46.4
Refunds	100.0	0.0	57.1	20.0	66.7	20.0	50.0	46.4

TABLE 5-8 (Continued)

Information	Historic Sites/ Museum (n=3) (%)	Performing Arts (n=1) (%)	Festivals/ Carnivals/ Celebrations (n=7) (%)	Exhibitions/ Shows (n=5) (%)	Fairs (n=3) (%)	Sports (n=5) (%)	Other (n=4) (%)	Total Number (n=28) (%)
Medical Services	33.3	0.0	28.6	20.0	33.3	60.0	25.0	32.1
Warehousing	100.0	100.0	14.3	20.0	33.3	20.0	25.0	32.1
Stolen or Lost Tickets	66.7	0.0	0.0	20.0	66.7	20.0	50.0	28.6
Practice Facilities	66.7	0.0	42.9	20.0	33.3	20.0	0.0	28.6

Notes: 1. Analysis on 28 respondents as one respondent indicated no need for information; 2. No respondents in the Art Galleries category.

have different information needs than respondents who were involved at the committee level. Table 5-9 indicates the result of the cross tabulation between the information needs and the type of position. Respondents that volunteered for a Board of Directors indicated that communications, sponsorship and scheduling information were the most important information needs for them. This is understandable in that individuals on a Board of Directors would be overseeing the planning and organizing of an event. According to Wilkinson (1988: 16) the Board of Directors is the parent body that "normally appoints/elects an Executive to manage on a day by day basis. Policy, budgets, structure, and all bottom line decisions are approved, and are taken responsibility for at this level." They would have a chairman or executive that would report to them on the operation of the event. They would need communication skills to deal with the chairman/executive as well as with media and various political and public bodies. The individuals on the Board of Directors are usually chosen for their skills and expertise in knowing who to contact and how to proceed with planning an event. They may have developed a good network of individuals who they can depend on for resources, both physical and monetary. These people would use their contacts in the corporate area to obtain sponsorships of various components of an event. It would be important to these people to obtain information on scheduling as this group of people are the initial body of people that would plan an event and determine timelines.

It is the Board of Directors that decides on the operating structure for the event. The Red Deer Survey found that 60 percent of the respondents that were members of a Board of Directors wanted information on the organizational structure category. The Board of Directors determine policies and priorities, assist in the management of the event, participate in fund raising, chair committees, and assist with promoting the event. To ensure the success of an event, the Board must ensure representation from a broad section of the community. Public participation is

TABLE 5-9
VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH TYPE OF POSITION

Information	Board of Directors (n=10) (%)	Chairperson (n=11) (%)	Manager (n=5) (%)	Committee Member (n=2) (%)	Total Number (n=28) (%)
Communications	90.0	100.0	100.0	50.0	92.9
Advertising	80.0	100.0	80.0	100.0	89.3
Media & Public Relations	80.0	100.0	80.0	100.0	89.3
Sponsorship	90.0	81.8	80.0	100.0	85.7
Promotions	80.0	90.9	60.0	100.0	82.1
Scheduling	90.0	81.8	100.0	0.0	82.1
Grants	80.0	72.7	100.0	50.0	78.6
Hospitality & Entertainment	70.0	81.8	100.0	50.0	78.6
Facilities	80.0	81.8	100.0	0.0	78.6
Organizational Structure	60.0	81.8	100.0	50.0	75.0
Finance/Budget	70.0	72.7	100.0	50.0	75.0
Equipment & Facilities	80.0	72.7	100.0	0.0	75.0
Competitor & Spectator Services	80.0	81.8	60.0	50.0	75.0
Cooperative Marketing	60.0	72.7	80.0	100.0	71.4
Accreditation	60.0	81.8	80.0	50.0	71.4
Personnel	70.0	72.7	100.0	0.0	71.4
Signage	80.0	63.6	80.0	50.0	71.4
Volunteers & Personnel	60.0	63.6	100.0	50.0	67.9
Legal	70.0	63.6	80.0	50.0	67.9
Wrap-up & Evaluation	70.0	63.6	80.0	50.0	67.9
Programmes	90.0	54.5	80.0	0.0	67.9
Signing Authority	50.0	72.7	100.0	50.0	67.9
Refuse/Sanitation	50.0	72.7	100.0	0.0	64.3
Equipment	70.0	54.5	100.0	0.0	64.3
Emergency Procedures	60.0	72.7	80.0	0.0	64.3
V.I.P. Services	50.0	63.6	100.0	50.0	64.3

TABLE 5-9 (Continued)

Information	Board of Directors (n=10) (%)	Chairperson (n=11) (%)	Manager (n=5) (%)	Committee Member (n=2) (%)	Total Number (n=28) (%)
Hosting	60.0	63.6	100.0	0.0	64.3
Concessions	60.0	63.6	100.0	0.0	64.3
Insurance	70.0	45.5	80.0	50.0	60.7
Food Services	50.0	72.7	80.0	0.0	60.7
Permits	80.0	54.5	60.0	0.0	60.7
Security	50.0	63.6	100.0	0.0	60.7
Transportation	50.0	63.6	100.0	0.0	60.7
Programming	60.0	54.5	100.0	0.0	60.7
Television	40.0	63.6	60.0	100.0	57.1
Bids, Proposals, Hosting Applications	50.0	54.5	80.0	50.0	57.1
Logos, Graphics & Designs	60.0	63.6	60.0	0.0	57.1
Festivals	60.0	54.5	60.0	50.0	57.1
Awards & Gifts	30.0	72.7	60.0	50.0	53.6
Parking	50.0	54.5	60.0	50.0	53.6
Wet Weather	50.0	54.5	60.0	50.0	53.6
Accommodations	50.0	54.5	60.0	50.0	53.6
Lost Children	60.0	54.5	60.0	0.0	53.6
Box Office	40.0	63.6	40.0	50.0	50.0
Trade Shows & Exhibits	40.0	54.5	80.0	0.0	50.0
Alcoholic Beverages	50.0	45.5	40.0	50.0	46.4
Refunds	60.0	36.4	40.0	50.0	46.4
Medical Services	30.0	27.3	60.0	0.0	32.1
Warehousing	10.0	36.4	80.0	0.0	32.1
Stolen or Lost Tickets	50.0	18.2	20.0	0.0	28.6
Practice Facilities	30.0	27.3	40.0	0.0	28.6

Note: Analysis on 28 respondents as one respondent indicated no need for information.

essential to ensure that a special event contributes to the social, cultural and economic well-being of the community.

The Chairperson category consists of the individuals that, depending on the event, may be given the title of General Manager/Chairman, Meet/Event Director, or Executive Vice-President. In the Red Deer Survey the respondents that were involved with events as Chairperson identified the following information needs: communications, advertising, and media and public relations. According to Wilkinson (1988: 16) it is the chairperson's "responsibility to develop and implement all additional human resources necessary to manage the event." This individual recruits and hires the managers of each of the management committees such as administration, finance and technical services.

The Manager, Management Committee, or Chair of the Sub-Committee, is according to Wilkinson (1988: 16) the "focal communication and operational group in the actual development of the event's activities." The author (1988: 16) states that "each member of this committee is intimately involved in the event's planning process and in the corporate marketing process. Substantial overlap occurs within and between each manager's responsibilities; and the key element is communication, cooperation and compromise." These individuals usually report to the chairperson. They are responsible for the recruiting, hiring, and training of the volunteers for their respective committees. These individuals need to design volunteer positions to integrate skills, interests and the personal characteristics of the volunteer with the requirements of the specific job. The Manager has to ensure that achievement, recognition, challenging work, increased responsibility, and growth and development are all part of the volunteers training program . The respondents that indicated they were managers identified the following information needs: communications, scheduling, grants, hospitality and entertainment, facilities, organizational structure, finance/budget, and equipment and facilities. As these are

the people who have the responsibility to ensure that a particular component of an event is planned and organized successfully, it is not surprising that they identified an extensive list of information needs. It would be realistic that they would need to have an extensive knowledge base in order to ensure that they can perform their duties appropriately.

The committee member has the task of managing and operating the event at the operational level. Their duties, while key to the success of an event, are more limited than the responsibilities of the manager. The respondents from the Red Deer Survey that indicated they were committee members, identified advertising, media and public relations, sponsorship, and promotions as information needs. The survey did not reveal whether these individuals were involved as committee members in these areas and therefore would prefer to obtain additional information in order to perform their tasks.

There is the likelihood that people would need more information as they became more involved with events. An individual on the board of directors or an individual who was the chairman would require more information to organize an effective event. They would have learnt from their past experience with events, that they were lacking knowledge in certain areas and they would therefore be seeking the relevant or most recent information.

Individuals working at the committee level may not have been involved with events for an extended period of time and therefore would not know what information or skills they were lacking in the area.

The last survey question that was originally designed for subproblem 3 was question 8. Its purpose was to provide additional information from managers and committee members, on the area of their responsibility. As there was a very small percentage of respondents in the manager and committee member categories,

further analysis of the relationship between information needs and the area of responsibility was not possible.

Subproblem 3 compared the results from questions 1, 5, 6, 7, and 8 with question 14. The data suggest a relationship exists, between the information needs and the organizers' previous and current involvement in organizing events. All organizers express priorities for information needs regardless of length of involvement in events, position or volunteer involvement, type of event, type of position, or area of responsibility.

Subproblem 4: Information and Participant Characteristics

Subproblem 4: To determine the extent to which these information needs are related to the socio-demographic characteristics of event organizers.

The questions that were used to solve subproblem 4 were questions 2, 17, 18, 19, and 20. Each of these will be examined in numerical order.

The first survey question that pertained to subproblem 4 was question 2, which asked how long had the respondent lived in Red Deer. It was expected that there would be a range in the responses on the length of residence. It was expected that respondents who were new to the community would have a greater need for information especially concerning who to contact for information on equipment and facilities. Table 5-10 shows the relationship between information needs and the length of residence of the event organizers.

It was found that there was no relationship between the information needs and the length of residence. The responses from respondents who had not lived very long in the community was similar to the respondents who had lived in the community for over 25 years.

The next survey question which was designed to provide data for subproblem 4 was question 17. This question dealt with the gender of the respondent. It was

TABLE 5-10

VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH LENGTH OF RESIDENCE

Information	0-5 Yrs (n=6) (%)	6-10 Yrs (n=6) (%)	11-15 Yrs (n=6) (%)	16-20 Yrs (n=2) (%)	21-25 Yrs (n=3) (%)	Over 25 Yrs (n=5) (%)	Total Number (n=28) (%)
Communications	100.0	83.3	83.3	100.0	100.0	100.0	92.9
Advertising	100.0	100.0	83.3	100.0	100.0	80.0	89.3
Media & Public Relations	83.3	100.0	83.3	100.0	100.0	80.0	89.3
Sponsorship	100.0	83.3	83.3	100.0	100.0	60.0	85.7
Promotions	83.3	83.3	83.3	50.0	100.0	60.0	82.1
Scheduling	83.3	50.0	83.3	100.0	100.0	100.0	82.1
Grants	66.7	66.7	100.0	100.0	100.0	60.0	78.6
Hospitality & Entertainment	83.3	50.0	66.7	100.0	100.0	80.0	78.6
Facilities	66.7	50.0	83.3	100.0	100.0	100.0	78.6
Organizational Structure	33.3	66.7	83.3	100.0	100.0	100.0	75.0
Finance/Budget	50.0	50.0	83.3	100.0	100.0	100.0	75.0
Equipment & Facilities	66.7	33.3	83.3	100.0	100.0	100.0	75.0
Competitor & Spectator Services	66.7	66.7	66.7	100.0	100.0	80.0	75.0
Cooperative Marketing	83.3	83.3	66.7	0.0	100.0	80.0	71.4
Accreditation	83.3	66.7	33.3	50.0	100.0	100.0	71.4
Personnel	66.7	33.3	66.7	100.0	100.0	100.0	71.4
Signage	83.3	50.0	66.7	0.0	100.0	100.0	71.4
Volunteers & Personnel	50.0	50.0	50.0	100.0	100.0	100.0	67.9
Legal	83.3	50.0	100.0	50.0	100.0	20.0	67.9
Wrap-up & Evaluation	50.0	50.0	66.7	100.0	100.0	80.0	67.9
Programmes	66.7	16.7	66.7	100.0	100.0	80.0	67.9
Signing Authority	50.0	50.0	50.0	100.0	100.0	80.0	67.9
Refuse/Sanitation	66.7	16.7	83.3	100.0	100.0	60.0	64.3
Equipment	66.7	16.7	83.3	100.0	100.0	60.0	64.3
Emergency Procedures	83.3	0.0	83.3	50.0	100.0	80.0	64.3
V.I.P. Services	83.3	33.3	50.0	100.0	100.0	60.0	64.3

TABLE 5-10 (Continued)

Information	0-5 Yrs (n=6) (%)	6-10 Yrs (n=6) (%)	11-15 Yrs (n=6) (%)	16-20 Yrs (n=2) (%)	21-25 Yrs (n=3) (%)	Over 25 Yrs (n=5) (%)	Total Number (n=28) (%)
Hosting	66.7	33.3	50.0	50.0	100.0	100.0	64.3
Concessions	83.3	0.0	83.3	100.0	100.0	60.0	64.3
Insurance	83.3	33.3	66.7	50.0	66.7	60.0	60.7
Food Services	50.0	33.3	83.3	0.0	100.0	80.0	60.7
Permits	83.3	33.3	83.3	0.0	100.0	40.0	60.7
Security	83.3	0.0	83.3	50.0	100.0	60.0	60.7
Transportation	66.7	0.0	66.7	100.0	100.0	80.0	60.7
Programming	66.7	33.3	66.7	100.0	60.0		60.7
Television	50.0	33.3	50.0	50.0	100.0	80.0	57.1
Bids, Proposals, Hosting Applications	50.0	50.0	100.0	50.0	100.0	20.0	57.1
Logos, Graphics & Designs	50.0	50.0	66.7	50.0	100.0	60.0	57.1
Festivals	66.7	33.3	50.0	50.0	66.7	60.0	57.1
Awards & Gifts	50.0	66.7	33.3	50.0	66.7	80.0	53.6
Parking	16.7	33.3	83.3	100.0	66.7	60.0	53.6
Wet Weather	83.3	50.0	33.3	50.0	100.0	60.0	53.6
Accommodations	50.0	33.3	66.7	0.0	100.0	60.0	53.6
Lost Children	83.3	16.7	33.3	50.0	100.0	60.0	53.6
Box Office	33.3	50.0	66.7	0.0	100.0	40.0	50.0
Trade Shows & Exhibits	50.0	50.0	66.7	50.0	100.0	20.0	50.0
Alcoholic Beverages	50.0	33.3	33.3	50.0	100.0	40.0	46.4
Refunds	50.0	33.3	33.3	50.0	66.7	60.0	46.4
Medical Services	50.0	0.0	66.7	0.0	66.7	0.0	32.1
Warehousing	16.7	0.0	50.0	0.0	100.0	40.0	32.1
Stolen or Lost Tickets	16.7	16.7	33.3	0.0	33.3	60.0	28.6
Practice Facilities	50.0	16.7	33.3	0.0	33.3	20.0	28.6

Note: Analysis on 28 respondents as one respondent indicated no need for information.

expected that there would be no significant difference between men and women in the requirement for information (see Table 5-11). The results of the cross tabulation of the information needs and the gender of the respondent is presented in the next figure. Males identified communications, advertising, media and public relations, scheduling, facilities, and equipment and facilities as being the most important information needs. Women in the study, indicated that sponsorship, communications, advertising, media and public relations, and promotions were the important information needs for them. Women concentrated on marketing categories while men appeared to target marketing and the logistics of the event.

The next question that was designed to provide data for subproblem 4 was question 18 which asked the respondents what their age group was. It was assumed that respondents who were in their mid-adult years would have different information needs than the respondents who were younger because they would have more experience organizing events. The two variables, information needs and age of the respondent, are presented in Table 5-12.

Organizers in the 26-35 age group consistently had a higher demand for information needs than the other two age groups. This may be due to the fact that they have not been involved with special events for a long time. They may realize that the market is constantly changing and there is a considerable demand and competition for the attention of an audience. Organizers have to keep up with the most current marketing techniques as an example. Organizer and volunteers are more demanding. The only information categories that received a higher response from the 51-65 age group rather than the 26-35 age group were communications, organizational structure, finance/budget, and equipment and spectator services. This may have been due to the years of involvement with events of the organizers in the 51-65 age category in that they had sufficient experience with events to have

TABLE 5-11
VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH GENDER

	Male (n=17) (%)	Female (n=11) (%)	Total Number (n=28) (%)
Communications	94.1	90.9	92.9
Advertising	88.2	90.9	89.3
Media & Public Relations	88.2	90.9	89.3
Sponsorship	76.5	100.0	85.7
Promotions	76.5	90.9	82.1
Scheduling	82.4	81.8	82.1
Grants	76.5	81.8	78.6
Hospitality & Entertainment	76.5	81.8	78.6
Facilities	82.4	72.7	78.6
Organizational Structure	76.5	72.7	75.0
Finance/Budget	76.5	72.7	75.0
Equipment & Facilities	82.4	63.6	75.0
Competitor & Spectator Services	76.5	72.7	75.0
Cooperative Marketing	58.8	90.9	71.4
Accreditation	64.7	81.8	71.4
Personnel	76.5	63.6	71.4
Signage	64.7	81.8	71.4
Volunteers & Personnel	70.6	63.6	67.9
Legal	64.7	72.7	67.9
Wrap-up & Evaluation	76.5	54.5	67.9
Programmes	70.6	63.6	67.9
Signing Authority	58.8	81.8	67.9
Refuse/Sanitation	70.6	54.5	64.3
Equipment	64.7	63.6	64.3
Emergency Procedures	64.7	63.6	64.3
V.I.P. Services	64.7	63.6	64.3
Hosting	64.7	63.6	64.3
Concessions	64.7	63.6	64.3
Insurance	58.8	63.6	60.7
Food Services	64.7	54.5	60.7
Permits	58.8	63.6	60.7
Security	58.8	63.6	60.7
Transportation	58.8	63.6	60.7
Programming	58.8	63.6	60.7
Television	47.1	72.7	57.1
Bids, Proposals, Hosting Applications	47.1	72.7	57.1
Logos, Graphics & Designs	58.8	54.5	57.1
Festivals	47.1	72.7	57.1
Awards & Gifts	52.9	54.5	53.6
Parking	47.1	63.6	53.6
Wet Weather	47.1	63.6	53.6
Accommodations	52.9	54.5	53.6

TABLE 5-11 (Continued)

	Male (n=17) (%)	Female (n=11) (%)	Total Number (n=28) (%)
Lost Children	41.2	72.7	53.6
Box Office	52.9	45.5	50.0
Trade Shows & Exhibits	41.2	63.6	50.0
Alcoholic Beverages	47.1	45.5	46.4
Refunds	41.2	54.5	46.4
Medical Services	29.4	36.4	32.1
Warehousing	35.3	27.3	32.1
Stolen or Lost Tickets	29.4	27.3	28.6
Practice Facilities	23.5	36.4	28.6

Note: Analysis on 28 respondents as one respondent indicated no need for information.

TABLE 5-12
VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH AGE

Information	26-35 years (n=9) (%)	36-50 years (n=12) (%)	51-65 years (n=7) (%)	Total Number (n=28) (%)
Communications	88.9	91.7	100.0	92.9
Advertising	88.9	91.7	85.7	89.3
Media & Public Relations	100.0	83.3	85.7	89.3
Sponsorship	100.0	83.3	71.4	85.7
Promotions	88.9	91.7	57.1	82.1
Scheduling	88.9	75.0	85.7	82.1
Grants	88.9	75.0	71.4	78.6
Hospitality & Entertainment	88.9	66.7	85.7	78.6
Facilities	88.9	66.7	85.7	78.6
Organizational Structure	77.8	66.7	85.7	75.0
Finance/Budget	66.7	75.0	85.7	75.0
Equipment & Facilities	66.7	75.0	85.7	75.0
Competitor & Spectator Services	77.8	75.0	71.4	75.0
Cooperative Marketing	77.8	66.7	71.4	71.4
Accreditation	77.8	75.0	57.1	71.4
Personnel	66.7	66.7	85.7	71.4
Signage	88.9	66.7	57.1	71.4
Volunteers & Personnel	44.4	75.0	85.7	67.9
Legal	88.9	66.7	42.9	67.9
Wrap-up & Evaluation	66.7	58.3	85.7	67.9
Programmes	77.8	58.3	71.4	67.9
Signing Authority	66.7	58.3	85.7	67.9
Refuse/Sanitation	66.7	50.0	85.7	64.3
Equipment	77.8	41.7	85.7	64.3
Emergency Procedures	55.6	66.7	71.4	64.3
V.I.P. Services	55.6	58.3	85.7	64.3

TABLE 5-12 (Continued)

Information	26-35 years (n=9) (%)	36-50 years (n=12) (%)	51-65 years (n=7) (%)	Total Number (n=28) (%)
Hosting	77.8	50.0	71.4	64.3
Concessions	55.6	58.3	85.7	64.3
Insurance	77.8	58.3	42.9	60.7
Food Services	66.7	50.0	71.4	60.7
Permits	88.9	50.0	42.9	60.7
Security	55.6	58.3	71.4	60.7
Transportation	55.6	50.0	85.7	60.7
Programming	77.8	41.7	71.4	60.7
Television	44.4	66.7	57.1	57.1
Bids, Proposals, Hosting Applications	66.7	50.0	57.1	57.1
Logos, Graphics & Designs	66.7	41.7	71.4	57.1
Festivals	66.7	50.0	57.1	57.1
Awards & Gifts	44.4	58.3	57.1	53.6
Parking	55.6	41.7	71.4	53.6
Wet Weather	55.6	58.3	42.9	53.6
Accommodations	66.7	50.0	42.9	53.6
Lost Children	66.7	50.0	42.9	53.6
Box Office	55.6	50.0	42.9	50.0
Trade Shows & Exhibits	66.7	33.3	57.1	50.0
Alcoholic Beverages	55.6	50.0	28.6	46.4
Refunds	55.6	50.0	28.6	46.4
Medical Services	33.3	25.0	42.9	32.1
Warehousing	33.3	16.7	57.1	32.1
Stolen or Lost Tickets	44.4	16.7	28.6	28.6
Practice Facilities	44.4	16.7	28.6	28.6

Notes: Analysis on 28 respondents as one respondent indicated no need for information; No respondents in the "over 65 years" & "18-25 years" categories.

identified that organizers need a broad range of information and expertise to successfully operate a special event.

Question 19 was the next question used to provide data to resolve subproblem 4. It asked the respondents to indicate their highest level of completed education. It was expected that as an individual had more education, their requirement for information would be high because they would realize that although they had received specific training, they may not have training specific to all aspects of event organizing. It was also expected that respondents with less education would require more information. The relationship between information needs and education is presented in Table 5-13.

The Red Deer Survey had a small sample size of respondents with a junior high education. These individuals indicated that they wanted information on seventeen of the eighteen categories in the operations section of information needs. The only exception was the parking category. The respondents also indicated that they wanted information on all eight of the categories in the administration section, all seven of the categories in the public relations and marketing section, all six of the categories in the technical services section, five of the eight categories in the special services/policies section, and two of the four categories in the hospitality section. Though a small sample size, the survey indicated that the respondents with a junior high school education wanted to have information on almost all areas of event planning.

The sample size was again small for the respondents with a senior high school education (5 individuals). These respondents indicated that they wanted information on: six of the seven categories in the public relations and marketing section; two of the four categories in the hospitality section; three of the six categories in the technical services section; two of the eight categories in the administration section; three of the eighteen categories in the operations section;

TABLE 5-13
VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH LEVEL OF EDUCATION

Information	Junior High School (n=2) (%)	Senior High School (n=5) (%)	Technical/ Vocational (n=9) (%)	University Undergraduate Program (n=9) (%)	University Graduate Program (n=2) (%)	Other (n=1) (%)	Total Number (n=28) (%)
Communications	100.0	100.0	88.8	100.0	100.0	0.0	92.9
Advertising	100.0	80.0	88.9	100.0	100.0	0.0	89.3
Media & Public Relations	100.0	100.0	88.9	88.9	100.0	0.0	89.3
Sponsorship	100.0	100.0	88.9	88.9	50.0	0.0	85.7
Promotions	100.0	100.0	77.8	77.8	100.0	0.0	82.1
Scheduling	100.0	100.0	88.9	77.8	50.0	0.0	82.1
Grants	100.0	100.0	77.8	66.7	50.0	100.0	78.6
Hospitality & Entertainment	100.0	80.0	77.8	88.9	50.0	0.0	78.6
Facilities	100.0	100.0	88.9	66.7	50.0	0.0	78.6
Organizational Structure	100.0	100.0	88.9	55.6	50.0	0.0	75.0
Finance/Budget	100.0	80.0	88.9	66.7	0.0	100.0	75.0
Equipment & Facilities	100.0	100.0	66.7	77.8	50.0	0.0	75.0
Competitor & Spectator Services	100.0	100.0	66.7	77.8	50.0	0.0	75.0
Cooperative Marketing	100.0	80.0	66.7	77.7	50.0	0.0	71.4
Accreditation	100.0	80.0	77.8	66.7	50.0	0.0	71.4
Personnel	100.0	80.0	77.8	66.7	50.0	0.0	71.4
Signage	100.0	80.0	77.8	66.7	0.0	100.0	71.4
Volunteers & Personnel	100.0	80.0	55.6	77.8	50.0	0.0	67.9
Legal	100.0	80.0	55.6	77.8	0.0	100.0	67.9
Wrap-up & Evaluation	100.0	80.0	77.8	66.7	0.0	0.0	67.9
Programmes	100.0	80.0	66.7	77.8	0.0	0.0	67.9
Signing Authority	100.0	100.0	55.6	66.7	50.0	0.0	67.9
Refuse/Sanitation	100.0	60.0	66.7	77.8	0.0	0.0	64.3
Equipment	100.0	100.0	55.6	66.7	0.0	0.0	64.3

TABLE 5-13 (Continued)

Information	Junior High School (n=2) (%)	Senior High School (n=5) (%)	Technical/ Vocational (n=9) (%)	University Undergraduate Program (n=9) (%)	University Graduate Program (n=2) (%)	Other (n=1) (%)	Total Number (n=28) (%)
Emergency Procedures	100.0	80.0	55.6	77.8	0.0	0.0	64.3
V.I.P. Services	100.0	80.0	33.3	88.9	50.0	0.0	64.3
Hosting	100.0	80.0	66.7	66.7	0.0	0.0	64.3
Concessions	100.0	80.0	55.6	77.8	0.0	0.0	64.3
Insurance	100.0	80.0	55.6	66.7	0.0	0.0	60.7
Food Services	100.0	100.0	55.6	44.4	50.0	0.0	60.7
Permits	100.0	80.0	44.4	66.7	0.0	100.0	60.7
Security	100.0	60.0	44.4	88.9	0.0	0.0	60.7
Transportation	100.0	60.0	66.7	66.7	0.0	0.0	60.7
Programming	100.0	100.0	33.3	66.7	50.0	0.0	60.7
Television	100.0	60.0	55.6	66.7	0.0	0.0	57.1
Bids, Proposals, Hosting Applications	100.0	80.0	22.2	66.7	50.0	100.0	57.1
Logos, Graphics & Designs	100.0	100.0	33.3	55.6	50.0	0.0	57.1
Festivals	50.0	100.0	33.3	77.8	0.0	0.0	57.1
Awards & Gifts	50.0	60.0	44.4	66.7	50.0	0.0	53.6
Parking	50.0	80.0	66.7	44.4	0.0	0.0	53.6
Wet Weather	100.0	60.0	22.2	88.9	0.0	0.0	53.6
Accommodations	100.0	40.0	55.6	66.7	0.0	0.0	53.6
Lost Children	100.0	80.0	22.2	77.8	0.0	0.0	53.6
Box Office	100.0	60.0	44.4	44.4	50.0	0.0	50.0
Trade Shows & Exhibits	100.0	100.0	22.2	44.4	50.0	0.0	50.0
Alcoholic Beverages	100.0	60.0	33.3	55.6	0.0	0.0	46.4
Refunds	50.0	80.0	11.1	77.8	0.0	0.0	46.4
Medical Services	100.0	60.0	11.1	33.3	0.0	0.0	32.1

TABLE 5-13 (Continued)

Information	Junior High School (n=2) (%)	Senior High School (n=5) (%)	Technical/ Vocational (n=9) (%)	University Undergraduate Program (n=9) (%)	University Graduate Program (n=2) (%)	Other (n=1) (%)	Total Number (n=28) (%)
Warehousing	100.0	40.0	22.2	33.3	0.0	0.0	32.1
Stolen or Lost Tickets	50.0	80.0	11.1	22.2	0.0	0.0	28.6
Practice Facilities	50.0	40.0	0.0	55.6	0.0	0.0	28.6

Note: Analysis on 28 respondents as one respondent indicated no need for information.

and, one of the eight categories in the special services/policies section. The respondents with a senior high school education indicated a strong desire for information on public relations and marketing.

The survey had the same number of respondents with a technical/vocational training as respondents with a university undergraduate degree. The respondents with a technical/vocational education indicated that they wanted information in the public relations and marketing section (three categories), the technical section (two categories), the administration section (two categories), and in the operations section (one category). The respondents with a university undergraduate degree indicated that they mainly wanted information in the public relations section (three categories), in the operations section (two categories), in the special services/policies section (two categories), and in the hospitality section (one category). It was interesting that the respondents with a technical/vocational education did not indicate a greater need for information in the hospitality and special services/policies sections while the respondents with a university undergraduate education indicated less of a need for information in the technical section and in the administration section.

There were only two respondents from a university graduate program but these individuals indicated a greater need for information in the public relations and marketing area (three categories) and in the operations area (one category).

The "other" category included an individual with a professional diploma. This individual was only interested in information on categories in the administration section (grants; finance/budget; legal; and bids, proposals, and hosting applications) and the operations section (signage and permits).

The last question that was designed to provide data for subproblem 4, was question 20. This question asked survey respondents what their occupation was. It was expected that individuals in different occupations would have different information needs.

The occupation categories were recoded for analysis. The occupation categories were derived from the Standard Occupational Classification, 1980 which was used in the 1984 Census of Canada. Clerical occupations and occupations in medicine and health were recoded as service occupations. The following three occupation types were recoded into the a new category called trades: product fabricating, assembling and repair occupations; mining and quarrying including oil and gas field occupations; and, construction trades. Table 5-14 shows that there is no relationship between information needs and occupation.

This section presented the analysis of the results of questions used to resolve subproblem 4. Questions 2, 17, 18, 19, and 20 were used to provide data that was used in this section. It was found that there was no relationship between the information needs and the following variables: gender, age, education, and occupation.

The purpose of this chapter was to analyze the results of the Red Deer Survey, in order to resolve the four subproblems. It was found that subproblems 1 and 2 could be resolved using the results of the questions in the Red Deer Survey instrument. Upon analysis, it was found that no relationship existed between the information needs and the organizers' previous and current involvement in organizing events or the information needs and the socio-demographic characteristics of event organizers. The results from this chapter will be discussed in the final chapter "Summary and Conclusions."

TABLE 5-14
VARIATIONS IN INFORMATION NEEDS ASSOCIATED WITH OCCUPATION

Information	Management (n=13)	Service (n=7)	Sales (n=3)	Artistic,literary, recreational (n=2)	Trades (n=3)	Total Number (n=28)
	(%)	(%)	(%)	(%)	(%)	(%)
Communications	100.0	71.4	100.0	100.0	100.0	92.9
Advertising	100.0	85.7	66.7	100.0	66.7	89.3
Media & Public Relations	92.3	85.7	100.0	100.0	66.7	89.3
Sponsorship	92.3	71.4	100.0	100.0	66.7	85.7
Promotions	92.3	71.4	100.0	50.0	66.7	82.1
Scheduling	76.9	71.4	100.0	100.0	100.0	82.1
Grants	69.2	85.7	66.7	100.0	100.0	78.6
Hospitality & Entertainment	69.2	71.4	100.0	100.0	100.0	78.6
Facilities	69.2	71.4	100.0	100.0	100.0	78.6
Organizational Structure	69.2	71.4	100.0	50.0	100.0	75.0
Finance/Budget	69.2	71.4	100.0	50.0	100.0	75.0
Equipment & Facilities	76.9	42.9	100.0	100.0	100.0	75.0
Competitor & Spectator Services	76.9	71.4	100.0	50.0	66.7	75.0
Cooperative Marketing	84.6	57.1	33.3	100.0	66.7	71.4
Accreditation	69.2	71.4	66.7	50.0	100.0	71.4
Personnel	61.5	57.1	100.0	100.0	100.0	71.4
Signage	61.5	71.4	66.7	100.0	100.0	71.4
Volunteers & Personnel	69.2	60.0	66.7	100.0	100.0	67.9
Legal	69.2	57.1	100.0	100.0	33.3	67.9
Wrap-up & Evaluation	69.2	57.1	100.0	50.0	66.7	67.9
Programmes	69.2	42.9	100.0	100.0	66.7	67.9
Signing Authority	69.2	38.5	33.3	50.0	100.0	67.9
Refuse/Sanitation	69.2	42.9	33.3	100.0	100.0	64.3
Equipment	69.2	42.9	66.7	100.0	66.7	64.3
Emergency Procedures	84.6	28.6	33.3	50.0	100.0	64.3
V.I.P. Services	76.9	57.1	0.0	100.0	66.7	64.3

TABLE 5-14 (Continued)

Information	Management (n=13)	Service (n=7)	Sales (n=3)	Artistic,literary, recreational (n=2)	Trades (n=3)	Total Number (n=28)
	(%)	(%)	(%)	(%)	(%)	(%)
Hosting	53.8	42.9	100.0	100.0	100.0	64.3
Concessions	84.6	42.9	33.3	50.0	66.7	64.3
Insurance	61.5	28.6	100.0	100.0	66.7	60.7
Food Services	61.5	42.9	66.7	50.0	100.0	60.7
Permits	61.5	57.1	66.7	100.0	33.3	60.7
Security	76.9	14.3	33.3	100.0	100.0	60.7
Transportation	61.5	42.9	33.3	100.0	100.0	60.7
Programming	61.5	42.9	66.7	100.0	66.7	60.7
Television	76.9	42.9	0.0	0.0	100.0	57.1
Bids, Proposals, Hosting Applications	61.5	57.1	66.7	50.0	33.3	57.1
Logos, Graphics & Designs	69.2	42.9	66.7	50.0	33.3	57.1
Festivals	76.9	42.9	33.3	50.0	33.3	57.1
Awards & Gifts	61.5	57.1	0.0	50.0	66.7	53.6
Parking	61.5	42.9	66.7	0.0	66.7	53.6
Wet Weather	69.2	28.6	0.0	100.0	66.7	53.6
Accommodations	53.8	28.6	66.7	100.0	66.7	53.6
Lost Children	61.5	28.6	33.3	100.0	66.7	53.6
Box Office	53.8	42.9	100.0	0.0	33.3	50.0
Trade Shows & Exhibits	61.5	42.9	33.3	50.0	33.3	50.0
Alcoholic Beverages	53.8	42.9	33.3	50.0	33.3	46.4
Refunds	61.5	14.3	66.7	100.0	0.0	46.4
Medical Services	46.2	14.3	0.0	50.0	33.3	32.1
Warehousing	38.5	14.3	0.0	50.0	66.7	32.1
Stolen or Lost Tickets	30.8	14.3	66.7	50.0	0.0	28.6
Practice Facilities	38.5	14.3	0.0	100.0	0.0	28.6

Note: Analysis on 28 respondents as one respondent indicated no need for information.

CHAPTER 6

SUMMARY AND CONCLUSIONS

Introduction

This final chapter examines the underlying theme of this research which is the information needs of event organizers. A summary of the results will be presented first, followed by the implications and recommendations that developed from the research. The chapter will conclude with suggestions for further research.

Summary of Results

This section will briefly summarize the results of the research. The purpose of this research, as identified in Chapter 1, was to examine the information needs of special event organizers using Red Deer, Alberta as a case study. Selected requirements for organizing events as identified by Wilkinson (1988) were used as the basis for determining the specific information needs of organizers in this community, and for examining how these information needs varied with the organizers' previous and current involvement in organizing events and the characteristics' of the organizer. The four subproblems which were developed from the problem statement were as follows:

Subproblem 1: To compare event organizers in Red Deer with volunteer organizers in Alberta with respect to the kinds of groups they were involved with, their reasons for participation, and the type of training they had received.

Subproblem 2: To determine the relative importance of various types of information needs to these event organizers using the parameters identified by Wilkinson.

Subproblem 3: To determine the extent to which these information needs are related to the organizers' previous and current involvement in organizing events.

Subproblem 4: To determine the extent to which these information needs are related to the socio-demographic characteristics of event organizers.

Chapters 4 and 5 presented the results of the research study in the context of the four subproblems.

Subproblem 1: Volunteering

The analysis of subproblem 1, which compared the Red Deer Survey to the Alberta Recreation and Parks 1988 General Recreation Survey, indicated that the Red Deer respondents were more involved in special events than Albertan's in general. This response was to be expected as the survey sample consisted of special event organizers. The Red Deer Survey's response to the special sport/recreation event category reflected the large number of volunteers for the leisure, recreation and sports fields in a survey of Canadian volunteers. In the 1988 General Recreation Survey the category "local sport team or club" was first in frequency of response and this relates well to the Canadian volunteer survey as this was considered part of the leisure, recreation and sports fields category. The youth group and school categories were second and third in frequency in the Red Deer Survey and this was again reflected in the Canadian survey of volunteers which indicated education and youth development as the third largest field of volunteer activity in Canada.

The respondents to the Red Deer Survey indicated a high level of involvement with a number of different organizations or groups. Over 96.6 percent of the respondents had been involved with three or more volunteer groups in the community. The 1988 General Recreation Survey had a lower response than the Red Deer Survey with only 57.8 percent of the volunteer respondents indicating that they had worked with more than one group. In a study completed for Statistics Canada on volunteers in Canada, Duchesne (1989: 38) stated that "over one-

quarter volunteered for two organizations and one in seven were involved with three organizations."

There was a similarity in both surveys, in the participation of respondents by age, with the highest response in the 36 to 50 age category. The education of the respondents was similar in both surveys, with the majority of the respondents having completed a technical or vocational program, or a university program. There was a difference between the two surveys in the response for the relative importance of eleven motivations for participation. Responses for seven out of the eleven categories were higher in the Red Deer Survey. These included the following: to help my community; for a challenge; to improve my skills or knowledge; to learn new skills and abilities; to meet new people; for excitement; and, to be creative.

The Red Deer Survey also indicated that the majority of the respondents had some training or experience for their position whereas the 1988 General Recreation Survey indicated that over half of the respondents who volunteered, had no training or experience for their position. One of the reasons for the high response for training in the Red Deer Survey was that the majority of the respondents (96.6%) had been involved with events for more than five years. The Red Deer respondents would therefore have had a greater opportunity to obtain various types of training and/or experience. Both surveys indicated informal training ranked higher than formal training. Informal training indicates on-the-job training while formal training includes such training as workshops and seminars.

The Wicks and Watt model, which was introduced in Chapter 1, provided the framework for this study. The portion of the educational model developed by Wicks and Watt (1983: 44) that was utilized in this study, identified the clientele, their information needs, the educational program required to meet these informational needs, and the types of training techniques or instructional methods that could be used. Information needs to be gathered from organizer's of special events as to

their training requirements. From the results of the Canadian volunteer survey, Ross and Shillington (1989) indicate that voluntary organizations provided training in six general areas: teaching inter-personal skills; communications skills; organizational and managerial skills; fund raising; issues; and, technical skills. Further information from special event organizers on the content of their training would be of interest in order to determine what training areas need further attention.

Subproblem 2: Information Needs

The analysis of subproblem 2 examined the relative importance of various types of information needs to the event organizers in Red Deer using Wilkinson's parameters as the basis for the analysis. A list of fifty-one categories of information was developed from Wilkinson's (1988) table of contents and from criteria added by the Red Deer Resource Committee. The Red Deer Resource Committee added the following categories: permits, grants, and advertising. The committee suggested separating Wilkinson's emergency procedures and security into two separate categories. Another of Wilkinson's terms, "cause related/affinity marketing" was simplified to "cooperative marketing." Wilkinson's parameters were found to be relevant and appropriate for identifying the information needs of the respondents in the Red Deer Survey. The six major headings identified by Wilkinson were: administration, operations, special services/policies, hospitality, public relations and marketing, and technical services. Under these major headings, Wilkinson had identified various sub-headings. Of the fifty-one types of information needs utilized in the survey, forty-five of the categories received a response of fifty percent or higher. The top thirteen information needs were as follows:

Communications	92.9%
Advertising	89.3%
Media and public relations	89.3%
Sponsorship	85.7%

Promotions	82.1%
Scheduling	82.1%
Grants	78.6%
Hospitality and entertainment	78.6%
Facilities	78.6%
Organizational structure	75.0%
Finance/budget	75.0%
Equipment and facilities	75.0%
Competitor and spectator services	75.0%

The survey results indicated that the respondents of the Red Deer Survey wanted more information on organizing special events especially in the areas of communications, public relations and marketing. Respondents indicated that the desired format for the information was a manual. Although manuals received the highest response in the top thirteen categories, the frequency of the response was lower than 50 percent. Other responses included written resources such as pamphlets and checklists, and other communication media including audiovisual resources, workshops, seminars, skills program, and networking. Resources need to be developed to assist event organizers and the results of the Red Deer Survey indicate that the organizers want information in a variety of formats.

Subproblem 3: Information and Involvement

The analysis of the third subproblem provided information as to the extent to which the information needs were related to the organizers' previous and current involvement in organizing special events. It was found that no relationship existed between the information needs and the following variables: length of involvement in special events, paid or volunteer position, type of event, type of job, and area of responsibility.

Subproblem 4: Information and Participant Characteristics

The analysis of subproblem 4 provided information to determine the extent to which the information needs were related to the socio-demographic characteristics of event organizers. It was found that there was little relationship between the

information needs and the respondents length of residence, gender, age, level of education, and occupation. Upon examining variations in the information needs associated with gender, the female respondents indicated a need for information on sponsorship, communications, advertising, media and public relations, promotions, and cooperative marketing. The male respondents indicated a higher preference for information on communications, advertising, and media and public relations. It is difficult to compare the information needs of male and female respondents due to the difference in the size of the cells but both males and females indicated a need for public relations and marketing information and administration information.

This was an exploratory type of study that involved a case study of organizers of special events in one municipality, the City of Red Deer. It is hoped that variables were identified for a future study.

Exploring the relationship between needs of event organizers will differ depending on the type event and the variables examined.

Implications and Recommendations from Research

This research involved a case study approach of the event organizers in the City of Red Deer, Alberta. The study found that the event organizers in the sample were a very dedicated group of individuals that supplied a great deal of their time and effort to ensure that the events that they were involved with were successful.

The major implication of the study was that special event organizers require information in order to plan and organize their events appropriately. The major areas of concern were communications and marketing. Better information systems need to be developed to ensure better coordination of activities and more effective utilization of resources. Organizers need information on developing marketing plans, assessing the marketing effectiveness and determining if the goals and objectives were met. This information could be made available to organizers

through various mechanisms such as seminars, workshops, manuals, checklists and networking. A provincial association for special event organizers that would involve an annual conference would be very worthwhile for the exchange of information to assist organizers in organizing and planning an event.

Categories of information developed from Wilkinson's (1988) table of contents were used in the study to determine information needs of special event organizers. The list included six main topics: administration, operations, special services, hospitality, public relations and marketing, and technical services. Survey respondents were provided with a list of fifty-one subtopics or categories (see Table 2-1). Respondents were given a card with the list of the fifty-one categories and asked, "what information would you like to assist you in organizing special events?". Participants in the survey were asked to indicate for each category the importance of obtaining the information. After the respondent had indicated the importance of each category, they were requested to indicate what format would they like to have the information presented such as a manual or workshop.

The list was perceived as being comprehensive by the respondents as many of them had not considered that there were so many criteria to consider in organizing an event. Wilkinson's list was considered to be relevant in the types of information that a special event organizer may need to organize and manage an event. It was not clear whether some categories were perceived as being less important due to the fact that the respondent had sufficient knowledge in the area, or whether the respondent had never had responsibilities in the area and therefore was not aware of the importance of that particular area to the success of an event. For example, the majority of the categories in the special services/policies area had a frequency of response of fifty percent or less. According to Wilkinson (1988: 393) "every planned activity of your event is, in fact, a special services policy that has been defined as an operational part of your overall event." The following is a list of only

a few examples of special services/policies: participant staging; cultural events and sport; government involvement; expenses and reimbursements for volunteers, employees, and workers; spectator disruptions; recognition of volunteers; requisitions and purchase of goods; and code of ethics. As an example of the importance of the special services/policies area, it is very important for a special event organization to determine policies or contingencies for such factors as wet weather. An organization needs to have plans in place, especially if they have an outdoor event, of what they will do if it rains. In the case of rain, the issue is whether an event is cancelled, re-booked for a different time or does the event continue. If the event continues, will some programs have to be adjusted. These are only a few of the considerations of one category in the special services/policies area. There were also a number of categories in the operations area that had a low frequency of response. Again this may have been due to the fact that the organizer did not have previous experience in that area and may not have been aware of its importance.

Question fifteen of the survey asked respondents if they had any other categories that they felt should be included in a manual. The majority of the responses to this question were topics which were already listed by Wilkinson. It is not clear whether some respondents felt certain categories were very important to them and therefore needed to be highlighted again or whether the respondents were not clear on the meaning of some of the categories. For example, fund raising was listed but it is an aspect of sponsorship. Housing for spectators and families was listed by a respondent but it would be addressed under the accommodations category. One response which was not included in Wilkinson's list was a needs assessment of the community. Some of the responses included methods of presenting the material such as a checklist with a summary of things to consider with appropriate time

frames and the exchange of information and ideas through newsletters and conferences.

Some of the suggestions which arose from the open question from question fourteen was that organizers required: a manual that was basic to a wide area but was specific too; a list of local contacts; a list or directory of performers; a list or directory of suppliers of equipment such as sound systems and tents; and a method of cataloging information from periodicals and brochures on special events.

Wilkinson's list of information categories for organizing special events proved representative of the information needs of the respondents of the Red Deer Survey. As there had not been any previous comparisons of the information needs of event organizers with the list of categories developed by Wilkinson, it is not possible to compare the results of the study with results from a previous study. Wilkinson's list of categories did provide the necessary information required for the left side of the Wicks and Watt model (1983: 44). This model was highlighted in the conceptual framework section of Chapter 1.

The framework utilized in this study involved identifying the information needs o special event organizer's as a first step. For this study, the needs were identified through personal interviews with a sample of event organizers in Red Deer, Alberta. Various information categories were identified and the organizers in Red Deer were asked to determine what their information needs were, based on these categories. As stated above the organizers had indicated that they had a need for information in order to assist them in organizing and planning a successful event. Training needs were developed from the information supplied. The study not only identified the information needs but also the method that the clientele wanted the information presented. The goal of the study was to determine if organizers of special events had any information needs and what educational programs could be developed to meet those needs. As indicated in Chapter 1, the goal of the study was to obtain

information needs using categories from Wilkinson (1988) to obtain information to examine the left side of the conceptual framework of Wicks and Watt's model (1983: 44). More educational/training techniques or tools need to be developed in Alberta before being able to determine if the educational/training techniques actually improved the planning and management of special events. This is the reason why the right side of the conceptual framework was not addressed in this study. Institutions, agencies, organizations, individuals and associations need to develop educational programs specifically for the organizers of special events. From the study it would appear that it is an untapped market and that there is great potential for growth. For example, special event organizers in Red Deer have indicated that they require training and education in order to assist them to develop, plan and organize successful events.

Some recommendations that developed from the study are as follows:

1. The model utilized in this thesis was adapted from the Wicks and Watt paradigm (1983). This thesis only examined a portion of the model. The thesis identified the information needs of a sample of special event organizers in Red Deer, Alberta and what format they would like that information. This thesis did not examine the management skills learned, the management skills shared, the change in behaviour, or the change in attitudes. Wicks and Watt indicated that through this process, there would be an improvement in fair, festival, and events planning and management.

It is recommended that further research be undertaken with Wicks and Watt (1983) paradigm to test its applicability as a predictor of the outcome of appropriate educational strategies targetted at special event organizers on the improvement of event planning and management. The research could consist of a longitudinal study of a sample of event organizers that were taking a number of educational programs to increase their effectiveness in planning and managing special events.

2. Wilkinson's list of requirements was used as the basis for determining the specific information needs of organizers in Red Deer, Alberta, and for examining how these information needs varied with the organizers' involvement in organizing events and the organizers' socio-demographic characteristics.

Further research may be able to provide additional categories that could be added to Wilkinson's list or a way of clarifying the various categories that currently exit. If the question in the survey was rephrased, maybe another investigator would be able to obtain more relevant information from Wilkinson's list of categories to support Wicks and Watt's model.

3. The research results indicated that 96.6 percent of the respondents were involved with 3 or more volunteer groups in the community. Also the majority of the respondents indicated that they had been involved in special events for more than 5 years. Based on these facts, it is recommended that future research be undertaken to apply Herzberg's theory on motivation to volunteers of special events (Howard and Crompton, 1980).

4. It is recommended that future research look at the dynamics of volunteer participation in various special event activities. Specifically, research should examine whether volunteers drop out of activities they do not like or whether people tend to persevere with these activities and if so, for what reasons. It is also postulated that there can be a definite relationship between a person's leisure activities and his/her volunteer activities. It is therefore recommended that further investigation take place into the possible relationship between people's volunteer activities and the way they spend their leisure time. Finally, the results provided a socio-demographic profile of special event organizers. This profile was generally supported by research conducted on volunteers in Alberta and volunteers across Canada. These findings would suggest that there is a relationship between certain

socio-demographic characteristics of people and their tendency to volunteer in various organizations. It is therefore recommended that further research be undertaken to determine if these trends occur in other leisure and recreational organizations.

5. The interview survey instrument used in this study was relatively successful in providing useful information on the information needs of special event organizers. However, certain refinements could be undertaken to improve it for future studies, such as:

a. Question 14 dealt with information needs and the format of the information. It is recommended that another method should be devised to obtain feedback from respondents on the format of the information. Instead of asking respondents to provide responses to what format they desired the information for each of the fifty-one categories, a more direct and simplified question may give the desired responses.

b. With respect to the information needs, the fifty-one categories could be reduced and clarified such that there would not be any confusion over the meaning of various categories and why they may be repeated under a different subsection.

c. Question 11 dealt with whether respondents had seen or used various print materials, audiovisual media, or workshops/seminars/skills programs. The question also asked those respondents that had seen or used the various informational/educational media whether they thought there was enough information contained in each. The majority of the respondents had not seen any of the material. This question could be rephrased to be an open question to determine what resources the respondent utilizes to assist him/her in planning and managing special events.

d. It would be useful to add another socio-demographic question on family structure in order to determine whether some of the respondents were participating in an activity due to the fact that one of their children was involved in the activity.

e. It would be worthwhile to have added an additional category to question 10 which asked if the respondent was a member of an association involved with special events.

6. The results of the research were compared with the results of the 1988 General Recreation Survey. The 1988 General Recreation Survey provided some valid comparisons and it is recommended that future research on special events and the information needs of special events be compared to the 1992 General Recreation Survey for trends in volunteering and activity participation.

7. While the survey sample for this research was obtained from the Red Deer Events Resource Committee, it is recommended that future research obtain their survey sample from various associations involved with special events, fairs and festivals. The survey sample could then consist of a random sample of the members of these associations.

The next section will examine practical recommendations for research in special events.

Suggestions for Further Research

Numerous studies have examined the economic impact of special events and festivals. This type of research is relevant and necessary as it can justify the importance of special events in the generation of revenue to a community or region as well as enhancing the community's or regions' image as a tourist destination. Events can have an impact on the local and regional community in that special events can improve the quality of life for the residents of a community, it can increase community pride and spirit, strengthen the community's values and

traditions, it allows for greater participation in sports and arts activities related to the theme of the event, it can increase voluntarism, encourage resident-resident and resident-visitor interaction, and fosters leadership. Special events are also valuable in creating an image for the host community as a desirable place to visit because of the experiences that are available. Some of the negative impacts of events are the impact on the community's resources - physical, human and financial. As an example, local residents may not be able to use their community recreation resources if the facilities have been scheduled for an event. Another example is where residents living adjacent to a facility that is being used as part of an event, may have difficulty with non-residents parking in the area blocking access to their property. Event organizers need to be aware of the potential negative impacts of events on the local residents. The negative impacts of events can be mitigated by ensuring that the community is involved in the planning of a special event.

The research found that there were few useful publications, seminars or workshops on special events planning and management. Event organizers are not aware of the resources that are available. It is recommended that an annotated bibliography be completed on educational resources of relevance to special event organizers and that this information be made available to the associations, organizations and individuals involved with special events, fairs and festivals.

Special events are an integral part of tourism planning as special events can be used to develop a theme for a host community or region. Unfortunately, not enough studies have examined this particular area. Communities and regions in Alberta have been slow to develop community or regional themes as an integral part of destination planning and market planning. Communities and regions in this province need to work together to develop themes that can be utilized in tourism destination planning. At present there is too much competition between communities, with adjacent communities hosting similar special events such as

country fairs on the same weekend. The importance of regional tourism planning needs to be stressed so that all communities can take advantage of the benefits of hosting a special event or festival. More studies need to examine existing examples of regional tourism planning that have included special events as an important tool in theme development. This information could then be used to assist other communities in their tourism planning.

More information needs to be collected on what special event and festival visitors want. Too often event organizers make decisions on what they think visitors want rather than obtaining feedback from the visitors themselves. The event organizers that do not obtain this very necessary information are often surprised at the lack of attendance at their event, the loss of major sponsors or the negative reviews they obtain from the media. Event organizers need to be proactive rather than reactive. This is not to say that an evaluation is not necessary at the end of an event, but to say that an evaluation is of utmost importance to the continued growth and development of the event. By finding out what factors have not been as successful or what was lacking in organization, event organizers can then take steps to improve upon these areas for the next year's event.

Event organizers need assistance in acquiring the necessary information to develop a successful event. This information needs to be readily accessible and individuals need to know it exists and where to obtain the information that they require. Too often event organizers are put under unnecessary stress because they lack the information necessary to perform their duties successfully. More networking needs to be developed to share information on such things as suppliers of equipment, available performers, and appropriate marketing techniques. More manuals need to be developed, along with other means of sharing knowledge, such as newsletters, conferences, and seminars. For example, an ad hoc committee of individuals involved with organizing special events has been examining the best way

to develop special events in this province. The committee had proposed holding a conference in conjunction with Alberta Showcase that would hopefully obtain feedback from event organizers in the province concerning the means of information exchange they would like developed. It has also been proposed that the event organizers in the Province of Alberta form an association for the exchange of information and the development of networking.

There is a need for research into what special event organizations in Alberta and in Canada require in an association. Associations exist such as the Canadian Association of Festivals and Events (CAFE) but very few special event organizations from Western Canada have become members. There is a need to identify the services required by special events and festival organizations.

There needs to be more research on the definition of special events and festivals. Provincial and federal government departments put too much emphasis on special events and festivals as a mechanism of attracting international visitors. More research is needed to attain a definition for special events and festivals that would be recognized by the industry and various publics such as provincial and federal departments.

More research is needed to develop marketing audits for special event organizations. Most organizers of events either do not have the time or expertise to examine this necessary area in order to determine the most effective means of marketing an event.

There is a need for a standard method of determining the economic impacts of an event. This would be an asset to organizations that do not have the expertise or funds to develop and conduct an impact assessment. If a standard method to determine the economic impacts was developed, it would also facilitate the comparison of information on special events. At present, most economic impacts of

special events cannot be compared because each study uses different criteria for evaluation.

There needs to be more socio-economic information on the people who attend special events. This information could then be used to assist the organizers of special events to develop and market their event better.

More information is necessary on the recruitment, training and education of paid and volunteer staff. This would ensure that both the organization and the staff person would obtain maximum benefit from participation in a special event.

There is a need for more research on formal job descriptions for volunteer and paid staff to ensure that their roles and responsibilities are clear.

A database of information for the effective planning and evaluation of an event needs to be established.

Summary

Special events, festivals and fairs play an important role in our society. They generate social and economic benefits to the communities and regions that host them. They involve the local community, they promote voluntarism, they help to develop an awareness of our rich cultural and social history and they assist to increase tourism to Canada. As such, there is a need to develop and provide the organizers of special events, festivals, and fairs with information that would assist them to plan and organize successful events.

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APPENDIX A

A study to examine the needs of special event organizers in Red Deer to improve the quality of the event planning process.

Name:_____ Survey Number:_____
Survey Time:_____
Length of Time for Survey:_____
Survey Date:_____
Day of Week Day/Mo

INTRODUCTION: Hello, my name is Sheila McDonald. I am completing a survey on behalf of the Red Deer Special Events Resource Committee. We are conducting this survey to assist in improving the quality of the event planning process for individuals who are involved in organizing special events.

1. How long have you been involved in special events? (Check ONE only).___
   - Under 1 year_____1
   - Under 2 yrs_____2
   - Under 3 yrs_____3
   - Under 4 yrs_____4
   - Under 5 yrs_____5
   - 5 yrs or longer_____6

2. How long have you lived in Red Deer?___

3. As far as being involved in special events, what kind of group did you work with? (Check ALL that apply). (SHOW CARD, ONLY IF NECESSARY).

___1 Community League or Association
___2 Youth Group (Cubs, guides, Cadets, etc.)
___3 School
___4 Church
___5 Cultural Group
___6 Service Club
___7 Local Sport Team or Club
___8 Recreation or Parks Board
___9 Special Sport/Recreation Event (tournaments, Regional Games, Olympic Games, etc.)
___0 Other, please specify:_____
_____

4. People have many reasons for being involved in special events. Please rate the following factors relative to their IMPORTANCE to you as Not Important, Somewhat Important, Important, or Very Important? (READ LIST) (CIRCLE ONE NUMBER FOR EACH). Do Not Know (DK). (SHOW CARD WITH RESPONSE CATEGORIES).

	DK	Not Important	Somewhat Important	Important	Very Important
To do things with my friends	0	1	2	3	4
To meet new people	0	1	2	3	4
To do something different from work	0	1	2	3	4
For a challenge	0	1	2	3	4
For excitement	0	1	2	3	4
To keep busy	0	1	2	3	4
To be creative	0	1	2	3	4
To help my community	0	1	2	3	4
To learn new skills or knowledge	0	1	2	3	4
To improve my skills or knowledge	0	1	2	3	4
To be with my family	0	1	2	3	4
To meet job requirements	0	1	2	3	4
Because I participate in the activity	0	1	2	3	4
To help promote the City of Red Deer	0	1	2	3	4
To further my business opportunities	0	1	2	3	4

The next few questions pertain to your current or most recent involvement in a special event. (IF THEY SAY THEY ARE INVOLVED WITH MORE THAN ONE EVENT, ASK THEM TO CHOOSE ONE).

5. Is or was your involvement with special events a paid position or a volunteer position: (ONLY ONE).

Paid _____1
Volunteer _____2

6. Into which of the following categories would the event(s) that your are involved with fall? (State that it INCLUDES FUND RAISING). (CIRCLE ONE). (IF NOT CURRENTLY INVOLVED, PROMPT FOR MOST RECENT EVENT).

___1 Art Galleries
___2 Historic Sites/Museums
___3 Performing Arts (Theatre, Music, etc.)
___4 Festivals/Carnivals/Celebrations
___5 Exhibitions/Shows (Art, Craft, Antiques, etc.)
___6 Fairs (Agricultural, Seasonal, etc.)
___7 Sports (Tournaments, games, etc.)
___8 Other (SPECIFY):_____

7. What job(s) did you do? (CHECK ALL BOXES THAT APPLY).

___1 Board of Directors (Senior Management, Executive/Organizing Committee, Board of Trustees/Governors, Parent Organization, President)
___2 Chairperson (General Manager/Chairman, Meet/Event Director, Executive Vice-President)
___3 Manager (Management Committee, Chair of Sub-Committee)
___4 Committee Member

(IF ANSWER IS MANAGER OR COMMITTEE MEMBER, GO TO NEXT QUESTION, OTHERWISE GO TO QUESTION #9).

8. What area were you involved with? (SPECIFY WHICH ONE)_____

	Manager	Committee Member
Administration (Organizational Structure, Personnel, Finance, Insurance, Evaluation	1	2
Operations (Facilities, Ticket Sales, Security, Accommodation, Transportation, Programmes)	1	2
Special Services (Special Services & Policies, i.e. Wet Weather, Alcoholic Services)	1	2
Hospitality (Protocol & Ceremonies, Competitor & Spectator Services, Awards, Festivals)	1	2
Public Relations & Marketing (Media & P.R., Sponsorship, Promotions, Logos)	1	2
Technical Services (Equipment, Facilities, Personnel, Scheduling, Programming, Hosting)	1	2
Other area (SPECIFY):_____	1	2

The remainder of the questions will deal with your involvement with current and past special events.

9. Have you any training or background/experience that has helped you in your involvement with special events?

____1 No (PROMPT & CLARIFY)
____2 YES (CONTINUE).

10. If so, what training or background do you have? (CHECK ALL BOXES THAT APPLY). (READ THROUGH LIST).

____1 On-the-job training (Informal) (i.e. given files)
____2 Manuals
____3 Pamphlets/Brochures/Other Newsletter
____4 Audio/Visual i.e. Access TV
____5 Workshops/Seminars/Skills Program
____6 College/University courses SPECIFY:_____
____7 Checklist_____
____8 Networking/Contact List
____9 Other SPECIFY:_____

11. Have you seen or used any of the following printed materials? (Please check ALL boxes that apply). (Show examples of printed material).

	No	SEEN	USED
a) Publicity Guide for Small Groups (Alberta Culture)	0	1	2
b) An Approach to Public Relations (Alberta Culture)	0	1	2
c) An Approach to Fund Raising (Alberta Culture)	0	1	2
d) Alberta Heritage Day (Alberta Culture)	0	1	2
e) Your Heritage Day Festival - Ideas for success (Alberta Culture)	0	1	2
f) Organizing a Festival (Alberta Culture)	0	1	2
g) Planning Festivals and Events (Canadian Government Office of Tourism)	0	1	2
Other manuals			
h)_____	0	1	2
i)_____	0	1	2
j)_____	0	1	2
Other Pamphlets/Brochures/Newsletter SPECIFY:			
k)_____	0	1	2
l)_____	0	1	2
m)_____	0	1	2
Audio/Visual Media SPECIFY:			
n)_____	0	1	2
o)_____	0	1	2
Workshops/Seminars/Skills Program			
p) Blue Lake Centre - Major Event Planning	0	1	2
q) Skills Program - Alberta Recreation & Parks, i.e. Long & Short Term Planning, Marketing	0	1	2
r) Other SPECIFY:_____	0	1	2
s)_____	0	1	2
t)_____	0	1	2

12. COMMENTS for why material was identified as having **too much information** or **not enough information**?

1_____
2_____
3_____
4_____
5_____
6_____
7_____
8_____

13. Do you think information or assistance is needed for the planning of special events?

1 Yes (ASK WHY)._____
_____
_____
_____
_____
_____
_____

2 No (IF NO, ASK WHY)._____

(GO TO QUESTION 17).

14. What information would you like, to assist you in organizing special events?

_____

_____

_____

_____

_____

(ASK open-ended question, then SHOW CARD). (CIRCLE ONE NUMBER FOR EACH).

	DK	N Imp	S Imp	Imp	V Imp	FORMAT m p a w c c n
Administration						
Organizational Structure	0	1	2	3	4	1 2 3 4 5 6 7 8
Bids, Proposals, Hosting Applications	0	1	2	3	4	1 2 3 4 5 6 7 8
Volunteers & Personnel	0	1	2	3	4	1 2 3 4 5 6 7 8
Finance/Budget	0	1	2	3	4	1 2 3 4 5 6 7 8
Legal	0	1	2	3	4	1 2 3 4 5 6 7 8
Insurance	0	1	2	3	4	1 2 3 4 5 6 7 8
Wrap-up & Evaluation	0	1	2	3	4	1 2 3 4 5 6 7 8
Grants	0	1	2	3	4	1 2 3 4 5 6 7 8
Operations						
Medical Services	0	1	2	3	4	1 2 3 4 5 6 7 8
Communications	0	1	2	3	4	1 2 3 4 5 6 7 8
Box Office	0	1	2	3	4	1 2 3 4 5 6 7 8
Equipment & Facilities	0	1	2	3	4	1 2 3 4 5 6 7 8
Security	0	1	2	3	4	1 2 3 4 5 6 7 8
Emergency Procedures	0	1	2	3	4	1 2 3 4 5 6 7 8
Parking	0	1	2	3	4	1 2 3 4 5 6 7 8
Concessions	0	1	2	3	4	1 2 3 4 5 6 7 8
Food Services	0	1	2	3	4	1 2 3 4 5 6 7 8
Refuse/Sanitation	0	1	2	3	4	1 2 3 4 5 6 7 8
Transportation	0	1	2	3	4	1 2 3 4 5 6 7 8
Accreditation	0	1	2	3	4	1 2 3 4 5 6 7 8
Programmes	0	1	2	3	4	1 2 3 4 5 6 7 8
Accommodations	0	1	2	3	4	1 2 3 4 5 6 7 8
Television	0	1	2	3	4	1 2 3 4 5 6 7 8
Signage	0	1	2	3	4	1 2 3 4 5 6 7 8
Warehousing	0	1	2	3	4	1 2 3 4 5 6 7 8
Permits	0	1	2	3	4	1 2 3 4 5 6 7 8

	DK	N Imp	S Imp	Imp	V Imp	FORMAT m p a w c c n
Special Services/Policies						
Alcoholic Beverages	0	1	2	3	4	1 2 3 4 5 6 7 8
Wet Weather	0	1	2	3	4	1 2 3 4 5 6 7 8
Lost Children	0	1	2	3	4	1 2 3 4 5 6 7 8
Stolen or Lost Tickets	0	1	2	3	4	1 2 3 4 5 6 7 8
Refunds	0	1	2	3	4	1 2 3 4 5 6 7 8
Signing Authority	0	1	2	3	4	1 2 3 4 5 6 7 8
V.I.P. Services	0	1	2	3	4	1 2 3 4 5 6 7 8
Practice Facilities	0	1	2	3	4	1 2 3 4 5 6 7 8
Hospitality						
Competitor & Spectator Services	0	1	2	3	4	1 2 3 4 5 6 7 8
Hospitality & Entertainment	0	1	2	3	4	1 2 3 4 5 6 7 8
Awards & Gifts	0	1	2	3	4	1 2 3 4 5 6 7 8
Festivals	0	1	2	3	4	1 2 3 4 5 6 7 8
Public Relations & Marketing						
Advertising	0	1	2	3	4	1 2 3 4 5 6 7 8
Media & Public Relations	0	1	2	3	4	1 2 3 4 5 6 7 8
Sponsorship	0	1	2	3	4	1 2 3 4 5 6 7 8
Promotions	0	1	2	3	4	1 2 3 4 5 6 7 8
Cooperative Marketing	0	1	2	3	4	1 2 3 4 5 6 7 8
Trade Shows & Exhibits	0	1	2	3	4	1 2 3 4 5 6 7 8
Logos, Graphics & Designs	0	1	2	3	4	1 2 3 4 5 6 7 8
Technical Services						
Equipment	0	1	2	3	4	1 2 3 4 5 6 7 8
Facilities	0	1	2	3	4	1 2 3 4 5 6 7 8
Personnel	0	1	2	3	4	1 2 3 4 5 6 7 8
Scheduling	0	1	2	3	4	1 2 3 4 5 6 7 8
Programming	0	1	2	3	4	1 2 3 4 5 6 7 8
Hosting	0	1	2	3	4	1 2 3 4 5 6 7 8

15. Are there any other categories which you feel should be included in the manual? (ASK about IMPORTANCE and FORMAT for each)

SPECIFY:_____

_____

_____

16. What format would you like to have the information for organizing special events? (CHECK ALL BOXES THAT APPLY). (ASK for response, record; and then SHOW CARD). (GO BACK TO QUESTION 14).

___1 On-the-job training_____
___2 Manuals_____
___3 Pamphlets/Brochures/Other Newsletters_____
___4 Audio/Visual_____
___5 Workshops/Seminars/Skills Program SPECIFY:_____
Format_____
Length_____
Time of Year_____
___6 College/University courses_____
___7 Checklist_____
___8 Networking_____
___9 Other SPECIFY:_____

We've covered the major questions in the survey; now I'd like to ask you some demographic questions. No individuals will be identified. All replies will be held in the strictest confidence.

DON'T ASK THIS QUESTION, JUST OBSERVE

17. What is the sex of the participant:

___1 Male
___2 Female

18. Which one of the following age groups are you in? (SHOW CARD).

___1 18-25 years
___2 26-35 years
___3 36-50 years
___4 51-65 years
___5 over 65 years

19. What is the HIGHEST level of education you have completed? (CHECK ONE ONLY). (SHOW CARD).

___1 Elementary School
___2 Junior High School
___3 Senior High School
___4 Technical or Vocational Program
___5 University Undergraduate Program
___6 University Graduate Program
___7 Other SPECIFY:_____

20. What is your occupation?_____

21. Do you have any additional comments that you would like to add at this time?

_____

_____

_____

_____

_____

_____

_____

THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION!

If the participant asks for a copy of the report, tell them to contact one of the committee member late in May for a copy.